

# 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

4 November 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, 10th November, 2016 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

## A G E N D A

### 1 **APOLOGIES**

**Purpose:** To receive any apologies.

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

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

### 3 **MINUTES** (Pages 3 - 10)

**Purpose:** To confirm as a correct record the minutes of the meeting held on 13 October 2016.

### 4 **NORTH WALES FIRE & RESCUE AUTHORITY** (Pages 11 - 30)

To receive and comment on Fire & Rescue Authority's consultation document 'Affordable Fire and Rescue Services for North Wales'. A video explaining the objectives can be viewed [here](#).

5 **PROCUREMENT STRATEGY** (Pages 31 - 52)

Report of Chief Officer (Governance) enclosed. Portfolio of the Cabinet Member for Corporate Management.

**Purpose:** To seek approval of the Procurement Strategy.

6 **APPRAISALS SUBSTANTIVE PROGRESS REPORT** (Pages 53 - 58)

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

**Purpose:** To apprise the committee with an analysis of the current position on appraisals.

7 **REVENUE BUDGET MONITORING (MONTH 6) AND CAPITAL PROGRAMME MONITORING (MONTH 6)** (Pages 59 - 106)

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 6, and projects forward to Year-End.'

8 **FORWARD WORK PROGRAMME** (Pages 107 - 114)

Report of Democratic Services 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



Robert Robins  
Democratic Services Manager

## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **13 OCTOBER 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, 13 October 2016

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

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

**APOLOGIES:** Chief Executive, Councillors Marion Bateman and Brian Lloyd

**CONTRIBUTORS:** Councillor Aaron Shotton, Leader of the Council & Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management; Chief Officer (Governance); and Corporate Finance Manager

Corporate Business & Communications Executive Officer (for minute number 45)

Senior Manager, Human Resources & Organisational Development (for minute number 46)

**IN ATTENDANCE:** Environment and Social Care Overview & Scrutiny Facilitator and Committee Officer

Prior to the start of the meeting, the Committee paid a silent tribute to the late Helen Stappleton in recognition of her contributions to the work of the Committee.

### **43. DECLARATIONS OF INTEREST**

As a member of the Fire Authority, Councillor Paul Shotton declared a personal interest on Agenda Item 4 'Flintshire Public Services Board'.

### **44. MINUTES**

The minutes of the meeting of the Committee held on 15 September 2016 had been circulated with the agenda.

### **RESOLVED:**

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

### **45. FLINTSHIRE PUBLIC SERVICES BOARD**

The Corporate Business & Communications Executive Officer introduced an overview of the establishment and work of the Flintshire Public Services Board (PSB) following the introduction of the Well-being of Future

Generations (Wales) Act 2015. The report focussed on areas of governance for the new statutory body which was a continuation of the former Flintshire Local Services Board and its priorities.

Information was circulated on the seven well-being goals which public bodies were expected to work towards, along with the five sustainable development principles to be applied when considering how to add value to the priorities. Members were also shown a map of proposed community areas across the county to be used for a Well-being Needs Assessment. Work was underway on scoping the PSB priorities which focussed on issues such as health, community safety, looked after children and vulnerable adults. Details were shared on new workstreams aimed at inspiring community resilience and supporting families with complex needs through early intervention.

In response to a question from Councillor Robin Guest, explanation was given on the approach to quarterly meetings of the PSB with the full membership required to attend.

Councillor Arnold Woolley raised concerns that Wales could not be protected from the effects of global issues. He commented that the activities, roles and duties of the PSB did not match and asked about the process of reaching agreement within the membership. He felt that managing the principal activities would be difficult as these were subjective rather than measurable targets. He pointed out a typing error in paragraph 1.09 of the report and went on to refer to balancing cost against aspirations, querying funding sources and raising concerns about unforeseen challenges as seen with the Welsh Government (WG) decision on Communities First.

Councillor Aaron Shotton described the work of the PSB as an extension of previous practice on a statutory footing. He said that the Council had always engaged positively with its partners and that the introduction of the PSB had not been an issue in Flintshire. He spoke about the Council's representation on the PSB and the aim to achieve a democratic fit with partnership's public and voluntary organisations by building on those relationships and the priorities. He drew attention to the priorities for 2016/17 and highlighted the opportunity to influence issues on health and social care.

The officer advised that the PSB was currently developing a mediation protocol in the event of any conflict of agreement. She gave assurance that a significant number of targets and milestones, built into the priorities, were subject to monitoring and would be formalised in the Local Well-being Plan to be published following the completion of the assessment. On the matter of cost, collaborative working between partners would add value with only limited additional resources, for example on the early intervention hub.

Following comments on the quality of the papers circulated at the meeting, the officer agreed to provide these electronically to Members.

Councillor Richard Jones linked the priorities of the PSB with those of the Improvement Plan and viewed the PSB as an intelligence-sharing informative body. He pointed out that two of the principal activities - to publish

a well-being assessment and plan for Flintshire - were statutory requirements to be completed by 2017 and 2018 respectively. On the assessment, he proposed that the final draft be reported to both this Committee and the Social & Health Care Overview & Scrutiny Committee around January 2017 following consideration by the PSB. He also queried why North Wales Police was not a statutory member of the PSB, a view shared by Councillor Guest who stated that North Wales Police and the Police & Crime Commissioner should be one organisation. Councillor Guest also felt that the statutory duties of the PSB were unclear.

Councillor Paul Shotton welcomed the collaborative approach to the PSB. On earlier reference to Communities First, he expressed his gratitude for the work which had been done.

Whilst Councillor Nigel Steele-Mortimer welcomed the goals of the PSB, he remained sceptical about its value.

Councillor Andy Dunbobbin felt that the WG decision to abolish Communities First was in recognition of the need for a different approach. On the PSB, he questioned the reliability of data and asked about engagement with the public and other voluntary organisations.

In response, the officer explained that the assessment was being carried out by Conwy County Borough Council which had undertaken significant engagement work. Data sources would be clearly stated within the well-being assessment and the sharing of the draft document with Overview & Scrutiny had been accommodated in the timescale for February/March. Whilst North Wales Police played a senior lead role on the PSB, it was not a statutory member of this WG initiative as it was not devolved. The description of the two Police bodies as separate partners was set out in the legislation. The statutory duties of the PSB had been taken from the guidance to the legislation and embodied in the Terms of Reference. This full information would be shared with the Committee.

On the development of the proposed community areas, it was explained that these incorporated the Council's public engagement areas (used during the 2015 budget consultation), together with the Health Board's locality hub areas and North Wales Police divisional north/south areas. Following a query from the Chairman, the officer agreed to establish the reason for the Health Board determining a straight boundary line from Hendre. When asked about involvement by the Committee, the officer suggested an opportunity to scrutinise the work of the PSB and to invite a partner representative to a future meeting to discuss progress of a particular workstream.

Councillor Peter Curtis expressed his disappointment at the lack of consultation by WG on the withdrawal of Communities First and remarked on its role in contributing towards some of the goals of the PSB.

In response to the comments on Communities First, Councillor Aaron Shotton expressed his disappointment at the way in which the announcement by WG had been made. He referred to the different model which had operated

in Flintshire and its benefits to the wider communities. He expected further clarity from WG on its review of the service on which the Council should seek to participate.

Councillor Jones' earlier proposal was seconded and supported by the Committee.

**RESOLVED:**

- (a) That the role and responsibilities of the Flintshire Public Services Board are supported;
- (b) That the priorities for 2016/17 are supported;
- (c) That Members are assured of the level of progress that the Flintshire PSB has made since its establishment;
- (d) That Members are supportive of the pilot work being undertaken around the CAMMS performance management system; and
- (e) That the final draft of the Well-being Assessment be brought to a future meeting of the Committee to which the Social & Health Care Overview & Scrutiny Committee should be invited.

**46. WORKFORCE INFORMATION REPORT - QUARTER 1 2016/17**

The Senior Manager, Human Resources and Organisational Development (HR & OD) presented the quarterly update report on workforce information which had been adapted to focus on performance and trends. She explained that the report had been brought at the first available opportunity.

Amongst the findings of the report, there was a slight improvement in attendance which remained a key priority for the Council. On the management of agency workers, the level of spend within Streetscene & Transportation had been due to a significant number of vacancies, however a positive impact was expected following the completion of the recruitment process.

Councillor Richard Jones questioned the reason for the vacancies in Streetscene when he was aware of two agency workers who had been with the service for up to four years without being given an opportunity to apply for permanent work. The Senior Manager gave assurances that the same opportunities were available to both employees and agency workers, and gave an example where support had been provided to agency workers on their applications. Councillor Jones spoke about the need to identify and provide early support to agency workers who were effective in their roles to encourage their recruitment. The Senior Manager explained that whilst she had no direct involvement in recruitment to that service, she expected all long-term agency workers to be recruited and had previously followed up and sought explanations where this had not been the case.

Councillor Jones proposed that the Chief Officer (Streetscene & Transportation) be asked to explain the reasons for the number of long-term agency workers given the level of vacancies within that service. The Chairman also requested a breakdown of the number of agency workers engaged with the Council for over 12 months, to establish any underlying reasons. The Senior Manager agreed to provide a breakdown of the total figure which was in the report. The Committee supported these proposals.

The Chairman commented on the need for clear data in the dashboard report to avoid any misinterpretation, for example the annual target in relation to days lost per quarter. The Senior Manager agreed to check if the headings could be changed.

Councillor Peter Curtis said that more improvement was needed on attendance and that the annual 'target' of 9.30 days lost per person should be reduced to 3-4 days as a more realistic target.

On the recruitment of agency workers, Councillor Billy Mullin pointed out that there could be a number of reasons why some individuals may prefer not to apply for permanent jobs. Discussion followed on the advantages and disadvantages of both permanent and temporary employment.

Councillor Arnold Woolley raised concerns about the lack of progress on the use of agency workers. On the dashboard report, he questioned the validity of the data when compared to that of the previous year and whether this was due to the redevelopment of the report format. He went on to refer to comments by the Wales Audit Office on the quality of reports to Overview & Scrutiny committees. He proposed that a set report format be adopted and adhered to, to allow for trend comparison. However, the Senior Manager pointed out that a format had been adopted and was constantly evolving to include additional data. As a way forward, she suggested that future reports could include comparative accurate data for the current and previous year to show direct comparison.

Councillor Aaron Shotton welcomed the feedback on the report format and referred to the reduction in agency worker spend across many of the Council's service areas. He said that explanation had been given on the figures for Streetscene, with actions being taken on vacancy control, and that an improvement was expected.

**RESOLVED:**

- (a) That the Workforce Information Report for Quarter 1 of 2016/17 be noted;
- (b) That the Chief Officer (Streetscene & Transportation) be asked to explain the reasons for the number of long-term agency workers within that service; and
- (c) That a breakdown be provided of the number of agency workers engaged with the Council for over 12 months.

#### **47. REVENUE BUDGET MONITORING 2016/17 (MONTH 5)**

The Corporate Finance Manager introduced a report on the revenue budget monitoring position for Month 5 of 2016/17 for the Council Fund and Housing Revenue Account (HRA) prior to its consideration by Cabinet on 18 October 2016.

On the Council Fund, the projected position was that net spend would be £1.421m higher than the budget. However, this deficit would be reduced to £0.981m with the successful negotiation of an additional Welsh Government transport grant to fund the cost of replacement bus services previously undertaken by GHA Coaches. Progress on the final outcome of these discussions would be included in future budget monitoring reports. Reference was also made to the impact of the use of £0.861m of contingency reserves in Month 4 upon the projected outturn for Month 5. The revised efficiency target for 2016/17 was reported as £10.521m, of which 91% was expected to be met. An update was also given on reserves and balances, together with a breakdown of projected balances as at the end of the current financial year. The projected position for the HRA was also reported, along with a summary of the key risk areas in Section 4 of the report.

As an update for 2017/18, the provisional settlement was expected to be received on 19 October with the main impacts to be reported to Cabinet in November and a briefing note shared with Members. The final Stage 1 proposals would also be reported to Cabinet at that time, with an outline of Stage 2 proposals. These would be subject to consideration by the Committee in late November prior to seeking approval at full Council. The final budget process was due to conclude in February 2017 in line with the usual practice.

In response to queries from Councillor Robin Guest, the Corporate Finance Manager said that the two main reasons for the overspend were the projected underachievement of £0.909m of efficiencies and the additional spend on bus services following the collapse of GHA Coaches. On the table of projected balances on earmarked reserves, it was explained that 'insurance funds' represented the current level of the Council's self-insurance whereas an estimated provision for Municipal Mutual Insurance (MMI) had been set aside elsewhere in service balances to meet that liability.

Councillor Ian Smith commented on the difficulty in reading the small text in Appendices 1 and 2 to the report. The Corporate Finance Manager agreed to provide a written response on the proposed outsourcing of gas extraction from landfill sites and whether this would guarantee income levels.

Councillor Arnold Woolley drew attention to a typing error on the penultimate sentence in paragraph 4.03 on the Intermediate Care Fund.

#### **RESOLVED:**

That the Revenue Budget Monitoring 2016/17 Month 5 report be noted.



**48. FORWARD WORK PROGRAMME**

The Forward Work Programme was considered and the following actions agreed:

- The Member Engagement Manager to liaise with the Chairman to agree the deferral of one item from the November meeting, to allow sufficient time for the item with the Police & Crime Commissioner.
- The quarterly update in the Workforce Information Report to be scheduled possibly in November but no later than 8 December 2016.
- Members of the Social & Health Care Overview & Scrutiny Committee to be invited to the meeting in February 2017 to consider the final draft Well-being Assessment report.

The Chairman raised concerns about issues with Members' iPads, including problems with emails, and suggested that a survey be carried out to report on the effectiveness of iPads currently in circulation. He also felt it would be helpful to provide a central IT email address to which issues could be reported. The Chief Officer (Governance) pointed out that IT officers could only resolve issues that were brought to their attention. Some problems reported at the recent drop-in session had been due to user issues; for example, failure to download agenda papers in advance of meetings. The Chief Officer felt that reminding Members of the need to report problems was a more appropriate action. Following discussion, Councillor Robin Guest suggested that the matter be left with the Chief Officer to contact Members and establish any issues.

Councillor Aaron Shotton pointed out that there had been a number of opportunities available to raise iPad issues with IT officers.

**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, be authorised to vary the Forward Work Programme between meetings, should this be necessary.

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

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

(The meeting started at 10am and ended at 11.55am)

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**Chairman**

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# Affordable fire and rescue services for North Wales

*Public consultation*

**Autumn 2016**

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## INTRODUCTION

This public consultation is about fire and rescue services in North Wales. As in previous years North Wales Fire and Rescue Authority has drafted some improvement objectives that it will be trying to achieve from April 2017 onwards, but before it formally adopts those objectives it is inviting anyone with an interest to submit their views for consideration. Details of how you can respond are given on page 14.

With money for running public services in short supply the Authority faces increasingly difficult decisions about the services it provides now and in future.

The Authority has an excellent record of managing its money and has continued to deliver prevention, protection and response services to high standards despite significant cost-cutting.

The Authority has also been demonstrating that prevention really is better than cure – far fewer people suffer from fires in North Wales these days precisely because of the Authority's commitment to educating and supporting people to keep themselves safe.

However, that success is not enough. By law the Authority must keep trying to improve its services in the short term as well as considering the wellbeing of future generations of people in North Wales. Moreover, it has to consider the costs involved – there would be little point in planning a service that is going to be unaffordable.

As an Authority for the whole of North Wales its concern is for the whole area and the whole population. Do you think it is making the right choices? Is there anything that it hasn't considered that you think would make a difference?

Please take a few minutes to understand the issues and submit your views. Thank you.

## **ABOUT NORTH WALES FIRE AND RESCUE**

North Wales Fire and Rescue Authority is one of three fire and rescue authorities in Wales. It has been providing fire and rescue services for the counties of Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham since 1996.

The Authority is made up of 28 elected county councillors who are nominated by their own county council to serve as members of the Authority. In this capacity they are expected to act in the best interests of the whole of North Wales, not just their own county area.

The Authority makes decisions about the level of fire and rescue services that will be provided in North Wales, and sets its annual budget to match that level of service.

### **What services does North Wales Fire and Rescue provide?**

- Fire prevention and community safety education
- “Blue light” response to fires and non-fire emergencies
- Enforcement of fire safety in non-domestic premises
- Planning and response to large scale and serious emergency situations

### **How much does North Wales Fire and Rescue cost to run?**

Around £32million per year – that’s the equivalent of around £46 per year for every North Wales resident.

### **Who pays for North Wales Fire and Rescue?**

The six county councils in North Wales all contribute towards a central fund that is used to provide co-ordinated fire and rescue services across the entire area. How much each county council pays depends on the number of people living there – the greater the population, the higher the contribution from that county.

## ABOUT THE PROPOSED OBJECTIVES FOR 2017-18

North Wales Fire and Rescue Authority is proposing to adopt four strategic objectives for 2017-18. Three of those objectives are ones that have already been started and will need to be carried forward into another year. One objective (no. 2) is new, and a particular focus of this year's public consultation.

- Objective 1** • Continuing to keep people safe from fire in their homes.
- Objective 2** • Taking a new approach to meeting the Authority's costs.
- Objective 3** • Protecting all our communities with better planning of firefighting crews.
- Objective 4** • Exploring how we can do more things for our communities.

## HOW TO TAKE PART IN THIS PUBLIC CONSULTATION

North Wales Fire and Rescue Authority is proposing to adopt four improvement objectives but wants to know what other people think about them while they are still in draft form.

You are invited to think about the impact of what North Wales Fire and Rescue Authority is proposing to do, and to submit your views **before 12 December 2016**.

You can do this in several different ways – please refer to **page 14** for details.

# Objective 1

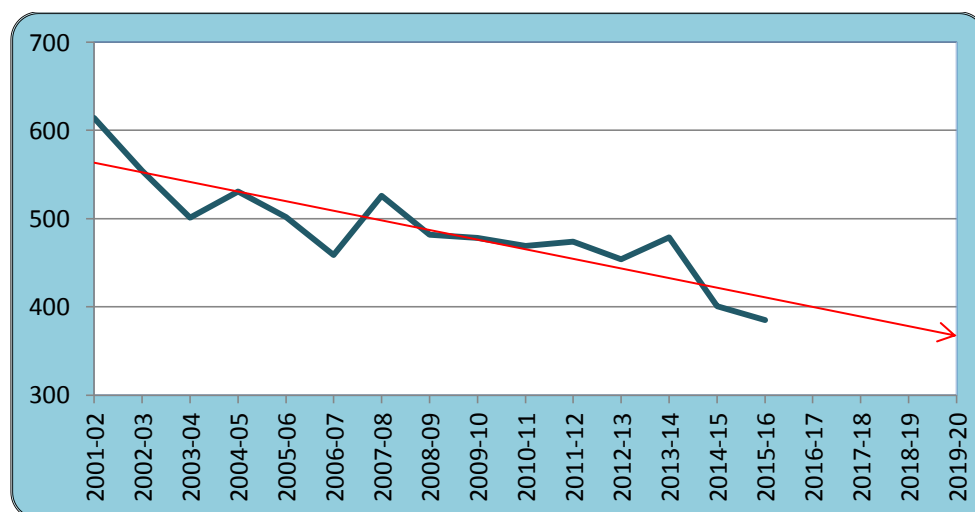
- Continuing to keep people safe from fire in their homes.

We want to keep this as our first objective as it reflects the importance that we place on this aspect of our service delivery. Furthermore, there is strong public support for it. Last year - in 2015 - 92% of the people who responded to our public consultation agreed that we should have this as our primary objective.

The place where people are most likely to be killed or injured by fire is in the home. This appears surprising at first – after all, people usually know the layout of their own home and are unlikely to ever be very far from an escape route. But it is also where people are most relaxed and least alert to the dangers of fire and smoke. People fall asleep, get distracted and forget to check. Unfortunately, we still come across homes with no working smoke alarm.

So despite the increase in smoke alarm ownership and the remarkable reduction in dwelling fires in North Wales, there is still more to do.

In 2017-18, therefore, we intend to do as much as we can in the face of financial constraints to maintain the emphasis on helping people to avoid being killed or injured by accidental fires in the home.



*Graph illustrating the reduction in accidental fires in dwellings in North Wales.*



## Objective 2

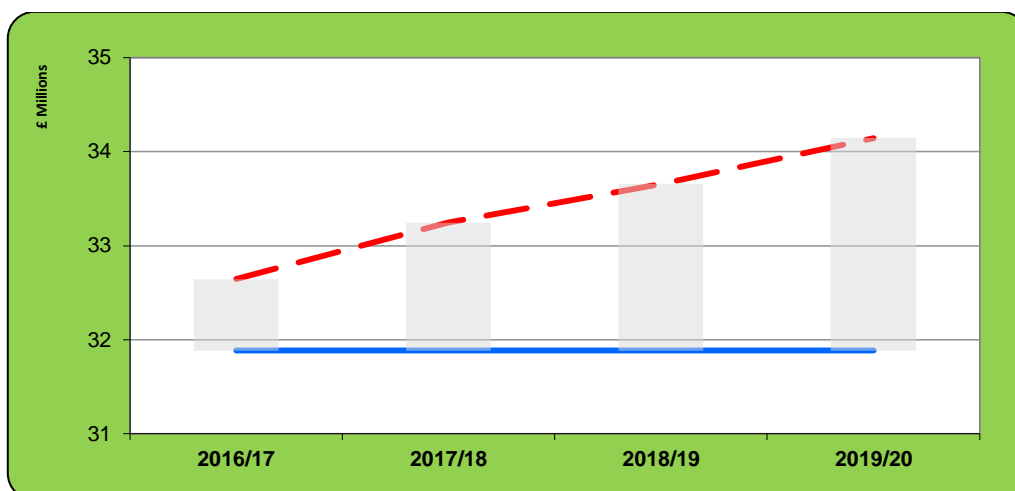
- Taking a new approach to meeting the Authority's costs.

The Authority's second objective is about ensuring that it has enough money to cover its running costs in the next few years.

Since 2011/12 it has cut its annual running costs by over £3.5million and has managed to absorb many of the unavoidable cost increases that have cropped up from year to year. Most of the savings have come from workforce changes and cuts in general spending with very little discernible change to the level of service that the public receives.

Up to now the Authority has successfully avoided fire station closures and compulsory redundancies of firefighters, but it has stopped providing some non-statutory services and adopted a new policy as regards responding to automatic fire alarm signals. Looking ahead, however, the choices become more difficult.

Based on the 2016/17 level of revenue budget and our best estimates of annual costs until the end of this decade, the Authority is facing the prospect of having around £2.3million less coming in every year than it actually costs to deliver fire and rescue services (a 'funding gap').



*Graph showing the increasing gap between the amount coming in as revenue budget (solid blue line) and the estimated running costs (broken red line). By the end of this decade the gap could reach £2,259,859.*

### **How much does North Wales Fire and Rescue cost per year?**

North Wales Fire and Rescue Authority spends around £32million a year. Around 70% of what it spends goes on staff salaries and other costs. There is more information about this on page 17.

### **Where does the money come from?**

Most of the money (the revenue budget) that the Authority receives to cover the cost of delivering fire and rescue services comes from financial contributions from the six county councils in North Wales in proportion to their resident population. The more people live in a county, the more that county council contributes towards fire and rescue services. Councils in North Wales typically contribute around 2% of their total annual revenue budget to the Authority. There is more information about this on page 10.

### **What options are there for closing the £2.3million funding gap?**

Theoretically,

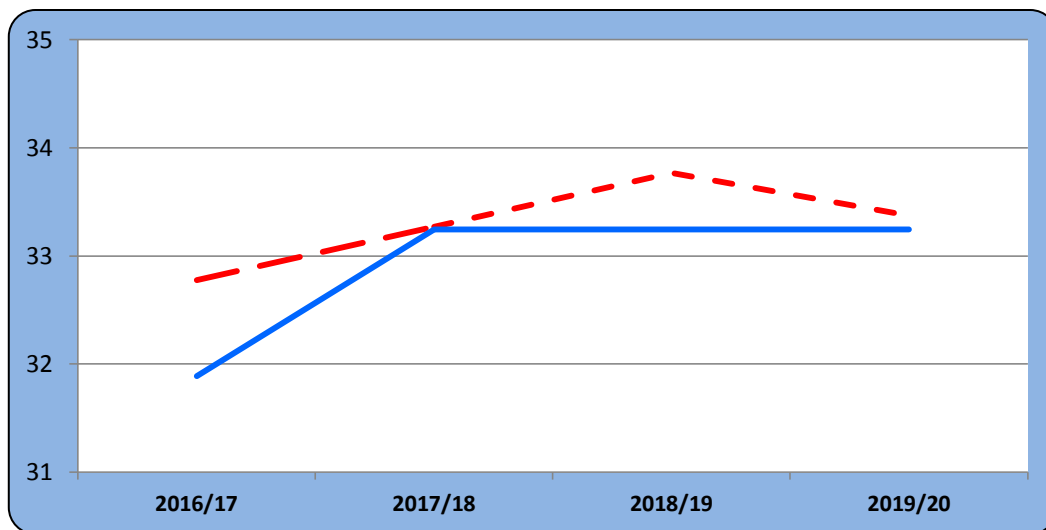
- a) the North Wales county councils could together contribute an additional £2.3million to the Fire and Rescue Authority every year, so increasing their combined annual contributions to £34.2million by 2019/20; OR
- b) the Fire and Rescue Authority could make large cuts to its emergency and prevention services to maintain the current level of county council contributions until at least 2019/20; OR
- c) a mix of both, with the county councils contributing more money and the Fire and Rescue Authority cutting its own running costs.

Taking everything into account, the Authority is proposing option c), with a suggested increase of £1.4million from the county councils from 2017/18, and savings of £0.9million by the Fire and Rescue Authority by 2019/20.

This would reduce the financial impact on the county councils but would mean cutting fire and rescue services and reducing the number of operational firefighter posts.

## What would increased contributions and Service cuts look like?

The Authority is proposing to increase the amount that it receives from the county councils by around £1.4million from 2017/18, and to also cut its own costs by around £0.9million from 2019/20. There is more information on other options on page 19.



The graph above illustrates the effect of:

- (solid blue line) increasing the financial contributions from the county councils in 2017/18 and then maintaining that same level of contributions until at least 2019/20. This would not be enough to cover costs in 2018/19 (the same situation as in 2016/17), so money would have to be taken out of the Fire and Rescue Authority's reserves for this; and
- (broken red line) the Fire and Rescue Authority's running costs increasing until 2018/19, but then a large cut of £0.9million in 2019/20.

So rather than progress to a situation where the Fire and Rescue Authority had a £2.3million funding gap by 2019/20 (illustrated in the graph on page 7), this proposed strategy would see its costs reduced and met from a combination of annual contributions and some use of reserves.

However, using up reserves for general running costs is not without risk. As a rule the Authority would try to keep a sum equivalent to at least 5% of its running costs in a general reserve to cover unforeseen situations. The proposed strategy could potentially take the level of reserves down to below £1.7million (5% of £34million).

## What would this strategy mean for the North Wales county councils?

In 2016/17 half of the county councils in North Wales paid less for fire and rescue services than they did in 2011/12 – typically around 2% of their spending. The biggest increase in a single county council’s contribution was less than 3% over the whole five years.

The additional contributions of £1.4million being suggested in this strategy would be distributed between six county councils according to the size of their population at the time. Based on current population figures this would range between about an additional £137,000 for the smallest county and about an additional £300,000 for the biggest county. The cost per head of population for North Wales would increase slightly to around £47 – the same as it was in 2011/12.

£	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17
<b>Anglesey</b>	3,236,545	3,219,270	3,216,231	3,198,669	3,200,523	3,190,812
<b>Gwynedd</b>	5,588,685	5,525,827	5,507,985	5,588,255	5,602,787	5,598,221
<b>Conwy</b>	5,240,568	5,206,959	5,198,570	5,283,704	5,289,891	5,277,177
<b>Denbighshire</b>	4,549,039	4,569,316	4,593,630	4,342,155	4,360,740	4,363,962
<b>Flintshire</b>	7,051,716	6,981,590	6,955,089	7,018,721	7,033,548	7,022,578
<b>Wrexham</b>	6,266,101	6,269,049	6,300,506	6,340,507	6,398,354	6,433,093
<b>TOTAL</b>	<b>31,932,654</b>	<b>31,772,011</b>	<b>31,772,011</b>	<b>31,772,011</b>	<b>31,885,843</b>	<b>31,885,843</b>

<b>Population estimate</b>	688,417	690,434	691,986	694,038	694,473	701,290*
<b>Cost per head</b>	<b>£47</b>	<b>£46</b>	<b>£46</b>	<b>£46</b>	<b>£46</b>	<b>£46</b>

*\*projected estimate*

## **What would this strategy mean for North Wales Fire and Rescue Authority?**

Cutting North Wales Fire and Rescue Service's annual running costs by £0.9million would mean making significant cuts to the Service. Because over half of the Service's budget is spent on operational firefighters, making savings on the scale being proposed will inevitably affect that part of the Service.

The Service is predominantly 'retained', but for several reasons the Authority is not proposing to make the £0.9million of cuts in this section of the Service. One reason for this is that the Authority would have to close a large proportion of its retained fire stations in order to achieve savings of that magnitude (between 8 and 10 out of a total of 36 retained fire stations in North Wales would have to close). Retained firefighters are paid an annual retaining fee with additional fees per incident attended. Because the number of incidents is thankfully low, the annual cost of a retained crew is also comparatively low, so it would mean cutting a lot of retained firefighter posts to make £0.9million of savings.

Also, passing an emergency call to another retained fire station further away would simply transfer the cost rather than save the cost of attending, so the calculation is by no means straightforward.

Another way of achieving the £0.9million of savings would be to remove a wholetime fire engine from a 24-hour shift fire station. There are only three 24-hour shift fire stations in North Wales – at Rhyl, Deeside and Wrexham. Rhyl and Deeside have just one wholetime fire engine each, but Wrexham has two. The obvious choice is therefore to remove one of the two wholetime fire engines from Wrexham, cutting 24 wholetime firefighter posts.

Based on anticipated turnover of wholetime operational staff over the next two or three years, it would seem sensible to work towards achieving this by 2019/20, thereby avoiding some of the costs associated with compulsory redundancies of firefighters. Of the 156 wholetime firefighter and crew manager posts at wholetime shift and day crewed fire stations in North Wales currently, 24 posts (15.3%) would be lost. The remaining 132 would continue to provide emergency response across all parts of North Wales.

## Objective 3

- Protecting all our communities with better planning of firefighting crews.

In our public consultation last year we explained how we would be improving our planning of the availability of retained fire crews.

The retained duty system has been used to provide fire cover in less populated parts of the UK for many years, but societal changes mean that it has become increasingly difficult to attract and keep firefighters who are able to commit to stay within four or five minutes of a fire station for up to 120 hours per week.

Over time we had come to accept that it would not be possible to guarantee the continuous availability of all 44 retained crews in North Wales, which had led us to consider what would be a better alternative.

We proposed planning according to the level of risk, so at times of lower risk (generally during the day) we would focus on guaranteeing the availability of at least 20 strategically placed fire crews in North Wales and at times of higher risk (generally overnight) this would increase to at least 38. Of the people who responded to our consultation on this last year: 48.7% agreed that this would be a good level of improvement; 28.3% agreed that we should change the way we organise our crews but wondered whether 20/38 crews would be enough; and 23% thought we should just keep trying to recruit more firefighters.

We are pleased to report that this work of planning on the basis of 20/38 crews has started but we also continue to try to recruit more retained firefighters.

We have many retained firefighters who have been with the Service for years and who get a great sense of fulfilment from providing such a valued and well-respected service to their community. But staff turnover remains high and although we are making headway in ensuring that enough crews are available, the underlying problems of an outdated national duty system remain. For this reason we intend to keep this as our third strategic objective for next year.

## Objective 4

- Exploring how we can do more things for our communities.

At the start of this century fire crews were attending around 6,000 fires in North Wales every year. By now they typically attend around 2,500 fires per year – welcome evidence of the effectiveness of the fire prevention strategy.

Other parts of the public sector, however, have not seen a similar reduction in demand, so we think it is worth exploring the possibility of involving fire and rescue service personnel in helping to improve people's lives in different ways.

Our public consultation last year supported this view - 83.7% of the responses agreed that we should look at what else firefighters could do and which other services we could offer. If a member of the public needs a service we think it is probably more important that the service is easily accessed, reliable, timely and of a high quality than that it comes from any particular organisation.

But branching out beyond traditional organisational boundaries is easier said than done. It takes time to organise, train and equip staff for new roles, for them to share learning and build up experience as well as expertise. The less visible aspects such as work plans, contracts, financial arrangements, information management and reporting also need to be organised.

We have already started trialling some new initiatives with the Welsh Ambulance Services NHS Trust, responding to life-threatening medical incidents (co-responding) and to vulnerable people who have experienced a fall in their home. So as well as saving lives, we hope to reduce the pressure and demands on ambulance, medical and social care services in the area. At the end of these pilot projects we will evaluate the overall impact of taking on these new services permanently.

There is plenty more to be done, and several other potential projects that we would like to explore. Consequently, we intend to keep this as our fourth strategic objective for next year.

## WHAT DO YOU THINK ABOUT OUR IDEAS FOR IMPROVEMENT?

North Wales Fire and Rescue Authority will be submitting an estimate of its required level of funding for 2017-18 to the county councils in North Wales in December 2016, and confirming the final figure by mid-February 2017.

We want to get our plans ready before the start of the 2017-18 year, but before we make our final decisions we want to know what people think about our proposals. Is the Authority right to keep the prevention of fire deaths and injuries as its first objective? Is the funding strategy of increasing contributions and cutting services a good one? What about our plan to remove one of the Wrexham-based fire engines? Are you content with how we organise our fire crews, and what do you think of the fire and rescue service taking on different roles in the community?

**Please submit your comments before 12 December 2016:**

**By post to:**

North Wales Fire and Rescue Authority  
Fire and Rescue Service Headquarters  
Ffordd Salesbury  
St Asaph Business Park  
St Asaph  
Denbighshire, LL17 0JJ

**By e-mail to:**

[futurefire@nwales-fireservice.org.uk](mailto:futurefire@nwales-fireservice.org.uk)

**You can also visit**

[www.nwales-fireservice.org.uk](http://www.nwales-fireservice.org.uk)

Twitter @northwalesfire

[www.facebook.com/northwalesfireservice](http://www.facebook.com/northwalesfireservice)

**By completing the questionnaire:**

Our questionnaire will be live shortly – details will be on our social media pages and website [www.nwales-fireservice.org.uk](http://www.nwales-fireservice.org.uk)



## SOME QUESTIONS ANSWERED

### **You talk about ‘unavoidable cost increases’. What are those?**

As with any household budgets the Authority has to budget for things such as general inflation, increases in energy, fuel and insurance costs and indexation on service level agreements (contracts). These have to be worked out as ‘best estimates’ when setting the budget as no-one can foresee with absolute certainty what additional costs may arise. Pay awards for staff are determined nationally, but even a 1% pay increase would cost about £150,000 more every year to the Authority. There are also things like interest rates on capital spending (the cost of borrowing) and UK Government decisions about National Insurance contribution rates and rebates.

### **Why don’t you make the savings by cutting the number of senior managers and back office staff instead of cutting the number of firefighters?**

We do recognise the need to protect front line services, but we do not accept that transferring management and specialist responsibilities (e.g. for finance and payroll, ICT, and HR) to more junior front line staff without additional pay or training – in order to achieve the savings - is a realistic prospect. The figures on page 17 show the actual amounts spent.

The approach that we have taken up to now has been to make savings across the whole workforce:

1. Operational officer posts have been reduced through two restructures. This cut the number down to the minimum level required to safely implement the incident command system. Further reductions would not be possible without compromising the safety of personnel at operational incidents.
2. The budget for support staff has been reduced despite increased workloads arising from new external regulation and legislation.
3. The option of cutting the number of support staff allocated to fire safety and community safety work could be seen as counter-productive as it risks simply transferring costs to dealing with more and more fires and fire casualties. The impact of such a decision on the environment, businesses, local communities and other public services also make this an unpalatable option.

4. The option of outsourcing the emergency Control function to another organisation was considered but rejected on the basis that it would be unlikely to generate much saving in practice and it would mean losing the North Wales presence with North Wales Police in the joint Communications Centre in St Asaph.

### **Why don't you make the savings by spending less on buildings and cars?**

The amount spent on capital (e.g. for new buildings, replacement vehicles and equipment) is reflected in the cost of financing, but is a separate budget. The capital budget is similar to a mortgage or a loan – it is money borrowed by the Authority for a specific purpose over a period of time and that needs to be re-paid with interest. It is not cash in the bank that can be used to pay for day-to-day running costs.

### **Why don't the county councils pay more?**

When we asked the public last year whether we should keep trying to freeze the Fire and Rescue Authority's annual budget until the end of this decade, 40% of the people who responded thought that the county councils should spend more on fire and rescue services and less on other services, but 60% thought that the Fire and Rescue Authority should continue to play its part in reducing the financial burden on the county councils.

Our proposed strategy, therefore, is to seek additional contributions from the county councils and also to cut the cost of providing fire and rescue services.

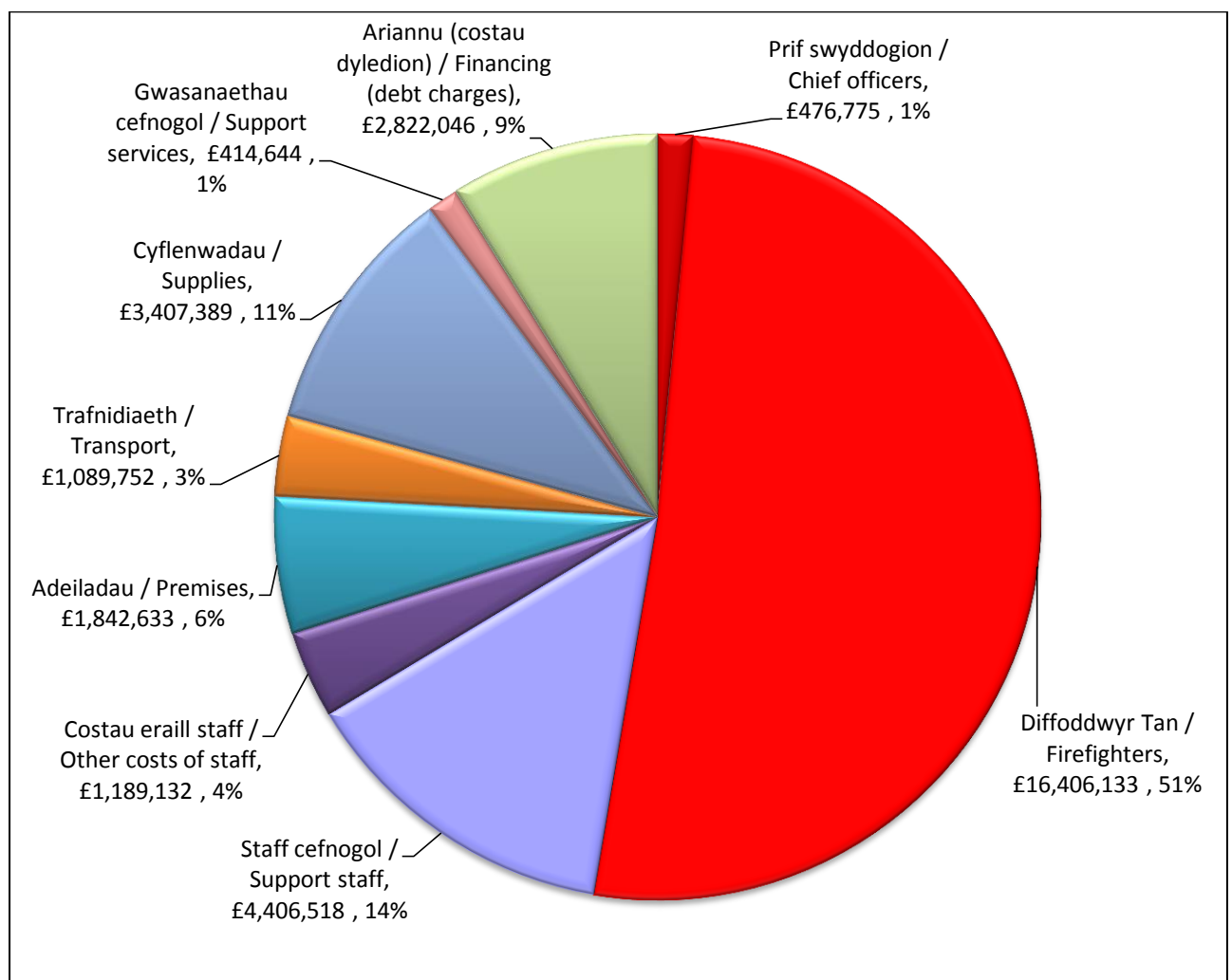
### **Why don't you just pay for things out of your reserves?**

General reserves are intended to cushion the impact of unexpected events and uneven cash flows. Unlike an annual budget that is used to pay for running costs, reserves are not replenished every year, so if they are used one year it will not solve the problem of affordability in the following year.

## Is cutting firefighter posts really the only option? There must be other ways of making the savings?

The Authority has been cutting its costs and making savings for a number of years now, so many of those other options have already been explored. With 70% of the annual budget being spent on staff, and most of that on operational firefighters, it would not be possible to make this level of savings without affecting firefighter posts.

The graph below shows the actual amounts that were spent in 2015/16 by North Wales Fire and Rescue Authority (revenue), and those amounts as percentages of the total:



There is a more detailed report of 2015/16 spending on the Authority's website at:

<http://www.nwales-fireservice.org.uk/media/337106/8-financial-performance-201516.pdf>

<http://www.nwales-fireservice.org.uk/media/337108/8i-fin-perf-annex.pdf>

**Why don't you close fire stations in quieter areas? Why choose Wrexham, a town with much higher risk than a small village?**

The Authority considered a range of options before settling on the removal of one of the wholetime fire appliances from Wrexham as a viable proposal. As explained on page 10, the comparatively low costs associated with retained fire crews means that it would mean removing around 8 to 10 of them in order to make the savings that are being sought now. That would mean leaving large parts of North Wales with no fire station. Removing a wholetime fire engine from Wrexham, however, would still leave one wholetime fire engine and one retained fire engine based in Wrexham itself without affecting the additional support that would still be available from other fire stations. The closest would be Johnstown and Chirk, but emergency response does not stop at county boundaries, so in practice additional support would be provided by the closest available resource.

The three Wrexham fire engines were put there at a time when fire calls and false alarms were much more commonplace. Thankfully, the Authority's fire prevention strategy and new policy for responding to some automatic fire alarms has significantly reduced the demand for emergency response in the area. When emergency incidents do occur, fire cover would continue to be maintained by the remaining fire appliances in Wrexham and/or fire appliances from other fire stations.

We recently reviewed the fire risk profile of North Wales and this confirmed that fire risks are distributed across the whole area, not just in particular towns or counties. The Authority has a duty to ensure that the whole of North Wales and the whole population is as well protected as it can be, so although removing one fire engine from Wrexham would not be an easy decision, people could continue to have confidence that wherever they live, work, visit or travel in North Wales they will be protected by an excellent fire and rescue service.

### **Which other options did you consider?**

1. There are eight wholetime fire stations in North Wales – three are always open (24-hour shift stations) and five are open between mid-day and 10:00p.m. They then operate as retained fire stations outside those hours. Each wholetime fire station has one wholetime fire engine (two in Wrexham) plus a retained fire engine. The retained fire engine provides additional support at larger incidents that require two or more fire crews, or when the wholetime fire engine is committed elsewhere and the Service needs to maintain residual cover in an area. The Authority considered saving money by removing the retained fire engine from these eight wholetime fire stations but saw the disadvantage of not having that additional local support nearby.
2. The possibility of transferring the Control (999) function to a different organisation was also considered. However, the Authority was not convinced that this would achieve the necessary savings and were concerned about the negative impact on bilingual Welsh and English call-handling. It would also mean losing the advantages of working alongside North Wales Police in the Joint Communications Centre in St Asaph.
3. Another option was to make changes to day crewing arrangements which would mean that wholetime firefighters on a day crewing contract would no longer be paid to provide overnight cover, relying instead on retained firefighters to provide that overnight cover from the day crewed stations. However, the £300,000 saved would fall short of the required savings and there was concern that it would risk leaving some larger towns without cover if the retained crews were not available.
4. Fire and rescue authorities must by law promote community fire safety, with the aim of preventing deaths and injuries and reducing the impact of fire on the community as a whole. How much prevention work is undertaken is a matter for the Authority, so it could reduce the amount spent on community safety. However, cutting this service would increase the risk of having more fires and other emergency incidents.

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## CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 10 November 2016
<b>Report Subject</b>	Procurement Strategy
<b>Cabinet Member</b>	Cabinet Member for Corporate Management
<b>Report Author</b>	Chief Officer (Governance)
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

In 2015/16 the Council spent £150m procuring goods and services. Alongside the newly approved CPRs the proposed procurement strategy sets 7 overarching principles (such as reducing non-essential spend and having due consideration to the new Welsh Language Standards and obligations under the Well Being of Future Generations (Wales) Act 2015) for how procurement should be carried out. It also sets the following 2 outcomes to be achieved when conducting any procurement:

The 2 outcomes are:

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

In combination the principles and outcomes will work to ensure that the council's spend provides the greatest contribution to the delivery of its Improvement Priorities.

The strategy will be supported by an annual action plan and will be measured through the performance indicators and milestones described within the policy.

### RECOMMENDATIONS

1	That the Committee comments on the proposed procurement strategy before its adoption by Cabinet.
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## REPORT DETAILS

<b>1.00</b>	<b>Explaining the propose new Contract Procedure Rules</b>
1.01	The Council has recently reviewed its Contract Procedure Rules which set out how officers should undertake procurement activity. Alongside those rules it is important to agree the outcomes that are intended to be achieved and the principles that are important to procurement, and these are set out in the proposed strategy attached at Appendix 1.
1.02	<p>The Council's spend is clearly undertaken by a range of different departments to fulfil a wide range of needs. The proposed strategy sets out what the council wishes to achieve at a corporate level from those contracts (beyond the specific goods, services or buildings being purchased under each contract) in the form of the following 2 outcomes that directly link to its Improvement Priorities:</p> <ol style="list-style-type: none"> <li>1. Flintshire County Council achieves value for money from the goods, services and works it procures</li> <li>2. Flintshire County Council improves the contribution its procurement activity has on the local economy especially social enterprise</li> </ol>
1.03	<p>These outcomes will promote the achievement of good value for money (a balance between price and quality). They will also be used to target spend on:</p> <ol style="list-style-type: none"> <li>1. Businesses within North Wales and the area of the Mersey/Dee Alliance</li> <li>2. social enterprises; and</li> <li>3. contracts with community benefits clauses.</li> </ol> <p>Within the strategy specific examples are given for how these outcomes will be achieved with specific performance indicators to measure progress. For example, the cashable savings achieved and the percentage of business undertaken with businesses in North Wales and the Mersey/Dee Alliance area.</p>
1.04	In addition the strategy sets procurement activity into the wider policy and legislative context. It therefore makes clear that procurement activity should be fully compliant with the council's duties under the Welsh language standards and the Well Being of Future Generations (Wales) Act 2015.
1.05	In addition, the strategy contains the following 7 principles for conducting procurement. These principles are carried into effect by complying with the Contract Procedure Rules approved during October:
	<ol style="list-style-type: none"> <li>i. To help reduce or eliminate non-essential spend all staff, before commencing any commissioning or procurement activity, will first consider whether there is an alternative approach to delivering the outcome without the need for the council to spend at all, or at least to reduce the spend.</li> </ol>
	<ol style="list-style-type: none"> <li>ii. In undertaking any procurement or commissioning activity, all officers must have due consideration of our duties under the Well-</li> </ol>



	being of Future Generations (Wales) Act 2015 to take into account the impact of any decisions we make on the people of Wales – now and in the future. The “sustainable development principle” should be applied to all procurement activity
	iii. All service areas will work with the corporate procurement team to develop and implement appropriate strategies and mechanisms for delivering value for money in the goods, services or works that they procure.
	iv. Every procurement exercise will be managed and led by an officer with skills appropriate to the value and risk associated with that arrangement and be conducted with openness, honesty and accountability.
	v. The council’s regulatory framework (contract procedure rules, delegations and financial regulations), UK and EU legal requirements will be complied with.
	vi. All staff involved in the purchase of goods, services or works will utilise corporate negotiated, council wide contracts or frameworks where they exist.
	vii. Ensure that due regard is made in all commissioning and purchasing decisions to local economic prosperity.
1.07	As well as the performance indicators there will be an action plan to ensure that the strategy is put into effect and that maximum benefit is derived from the strategy in conjunction with the CPRs. It will therefore include steps such as <ul style="list-style-type: none"> <li>i. Identifying contracts that can be targeted towards the social enterprise sector</li> <li>ii. Drawing up guidance on the use of community benefits clauses including clear expectations around the type and level of benefit to be derived from contracts</li> </ul>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The strategy can be delivered within current resources. If its aims are achieved then it should contribute to the achievement of the Council’s Improvement Priorities without any extra (or possibly even less) resource.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The proposed CPRs have been considered by a cross portfolio working group of officers from Audit, Finance, Housing, Legal, Properties & Valuations, and Streetscene.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Implementing the strategy should not create or generate any new risks for the council and indeed should help to mitigate some by promoting compliance with the council's legal obligations.
4.02	The strategy has been subjected to an Equality Impact Assessment.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – proposed Procurement Strategy

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Current Procurement Strategy  <b>Contact Officer:</b> Gareth Owens, Chief Officer Governance <b>Telephone:</b> 01352 702344 <b>E-mail:</b> <a href="mailto:Gareth.legal@flintshire.gov.uk">Gareth.legal@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Priorities</b> – the annual priorities of the Council as set out in the Improvement Plan. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.02	<b>Social Enterprise</b> - A social enterprise is an organisation that applies commercial strategies to maximise improvements in human and environmental well-being - this may include maximising social impact rather than profits for external shareholders. Social enterprises can be structured as a for-profit or non-profit.

# Procurement & Commissioning Strategy 2016 - 2021



June 2016

## FOREWORD

The Council is dealing with significant financial pressures resulting from reductions in government funding, coupled with increasing expectations from our residents and businesses. We need to make savings, and a fundamental part of this will be ensuring that we use our spending power wisely and strategically. In this context, our Procurement and Commissioning Strategy is more important than ever. With an annual spend in the region of £100 million on bought-in goods, services and works, it is imperative that we manage this responsibly to ensure we obtain value for money for our citizens and support our wider corporate objectives.

The strategy has set out seven key principles which are there to help guide all our procurement and commissioning activity and ensure that it is undertaken legally, transparently and with a proper understanding of the impact on our local communities – now and into the future. The strategy also has a specific outcome around achieving value for money through our procurement and commissioning activity, and outlines how we will consider different delivery models, review our processes, use technology, improve our contract management and invest in upskilling our workforce to achieve this outcome.

But the strategy also recognises the impact the money the Council spends on the local economy, with around £XX million of our total spend in 2014/15 being with Flintshire based businesses. This spend helps ensure that those businesses continue to provide employment for local people, and provides them with the opportunity to grow and create new jobs in the County. The strategy has a specific outcome around improving the contribution our procurement and commissioning activity has on the local economy, and how it will achieve this by working with our local supply chain, developing new approaches to how we procure and commission to ensure there are opportunities for local businesses going forward, and using clauses in contracts to help deliver wider community benefits such as training placements and supply chain opportunities for local businesses.

We acknowledge that delivering this strategy will require some significant changes from the way we currently procure and commission, and will result in new ways of working and, in some cases, changing roles and responsibilities. The Council is committed to making this change and will provide the clear leadership and support that will be needed to ensure success.

# INTRODUCTION

## Purpose of the Strategy

Flintshire County Council currently spends in the region of £150 million a year with private and third sector organisations on the goods, services and works needed to deliver public services. It is the Council's responsibility to manage this money efficiently and effectively to achieve Council objectives. The purpose of this strategy is to set out how we are changing procurement and commissioning within the Council and to provide the vision and strategic direction necessary to better achieve our objectives.

This strategy is aimed at promoting effective commissioning and procurement across the whole organisation. It will assist all internal officers who are involved in commissioning and procurement to better understand their role in supporting the delivery of this strategy. It also provides a basis for interaction with other key stakeholder groups; primarily our suppliers, the wider public and their elected members.

The aims of this strategy are to:

- Establish a clear strategic direction and priorities for change
- Establish key commissioning and procurement policy principles
- Clearly set out what we are going to do and why

The strategy has been developed with a full appreciation of the complex regulatory framework within which procurement and commissioning operates. It also recognises that it is an area with high risks – with potentially significant impacts on service delivery, financial management and legal compliance, as well as the overall reputation of the Council.

## What is Procurement?

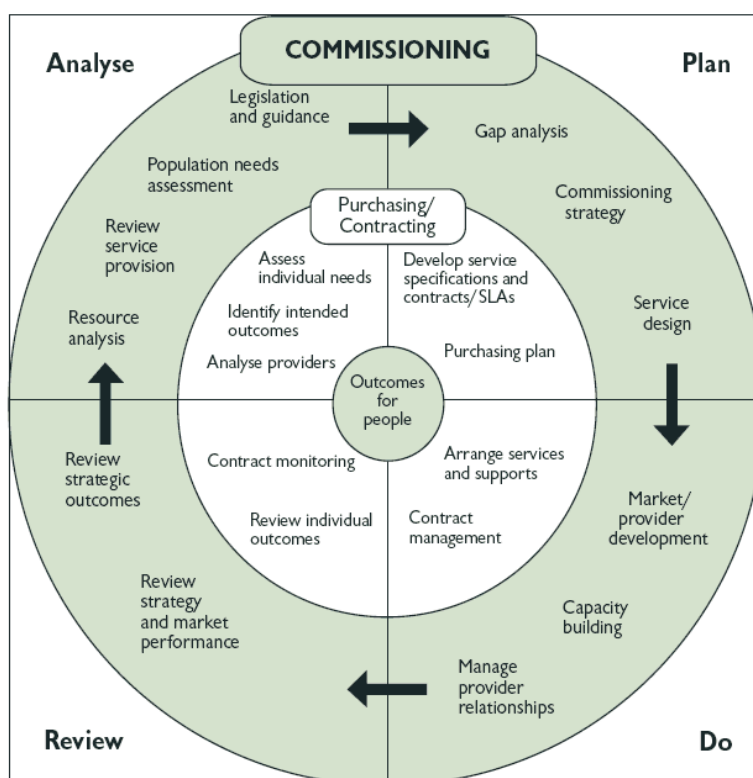
For the purposes of this strategy, we have used the same definition of procurement as detailed in the Wales Procurement Policy Statement (June 2015):

***“The process whereby organisations meet their needs for goods, services, works and utilities in a way that achieves value for money on a whole life basis in terms of generating benefits not only to the organisation, but also to society and the economy, whilst minimising damage to the environment”***

## What is Commissioning?

Commissioning of public services is about public sector agencies working with purchasers, providers and, most importantly, communities, to identify and understand end users' needs so that services can be designed to meet them. This is done by working within a structured and planned process called the commissioning cycle (see below), which ensures services are improved and developed against past experience and current community need.

### The Commissioning Cycle



Good commissioning is underpinned by the following principles:

1. Understand the needs of those using the service
2. Consult provider organisations when setting priorities
3. Put outcomes for users at the heart of the process
4. Map the fullest practical range of providers
5. Consider investing in the provider base
6. Ensure contract processes are transparent and fair
7. Ensure long-term contracts and risk sharing
8. Seek feedback to review effectiveness of the commissioning process

Where Council services directly impact upon communities and influence the day to day lives of citizens, such as in the field of social care, service areas will use the commissioning cycle to develop specific strategies and plans which adhere to the eight principles of good commissioning.

# CURRENT ARRANGEMENTS

## Joint Collaborative Procurement Team

On 1<sup>st</sup> July 2014 an agreement was signed between Denbighshire County Council and Flintshire County Council which established a new collaborative procurement service. The vision for this new service is:

- to implement a shared, skilled and excellent corporate procurement service that ensures the required support for the two organisations and individual services in delivering corporate and service objectives and efficiency targets;
- to maximise procurement savings for the benefit of the residents and businesses of Denbighshire and Flintshire; and
- to develop professional capacity and resilience to create a top performing procurement team, delivering organisational benefit and personal professional development for the team.

The team is hosted by Denbighshire County Council (i.e. employment contracts are with Denbighshire rather than Flintshire), but provides a joint service across the two councils. The team consists of one Strategic Procurement Manager, five Senior Procurement Officers and four Procurement Officers. In terms of scope of activities, the remit of their responsibilities are:

- **Policy** – provide advice on legislation and regulatory framework policies that impact on procurement; develop, and maintain and implement the Council’s respective Corporate Procurement Strategies.
- **Day-to day management** – manage relevant corporate contracts (e.g. Matrix Agency Framework); providing a strategic lead covering all procurement activities; working with service areas to identify opportunities for coordination and cooperation; coordinate initiatives aimed at improving purchasing power and lowering prices; lead on corporate procurement initiatives and projects (e.g. eProcurement); undertake performance measurement; and carry out procurement research.
- **Advice** – advise and support service areas on the preparation of tender documents; develop and deliver a procurement training programme; develop and produce clear, user-friendly guidance and information on procurement; and disseminate examples of procurement best practice.
- **Compliance** – develop corporate systems and performance indicators to monitor the supply of goods and services; ensure that agreed procurement processes are adhered to; develop, promote and maintain supply chain management solutions; analyse trends and expenditure to identify areas for improved coordination of purchasing; produce an annual report on procurement activity, expenditure and savings; and ensure corporate procurement standards across all service areas,
- **Liaison** – represent the Council(s) on external procurement related bodies; liaise and manage relationships with other public sector purchasing bodies and external consortia; and provide a central link between the Council(s) and the supply/provider market.

# THE NATIONAL CONTEXT

There are a number of regulatory, strategic and policy initiatives that impact on procurement and commissioning at a national level. Ensuring that the procurement strategy acknowledges these and maps out how we can ensure compliance where required and help deliver wider outcomes

## Public Contracts Regulations 2015

The 2014 EU Procurement Directive became a legal requirement in Wales with the coming in to force of the Public Contracts Regulations 2015 in February 2015. One of the key themes of the Regulations is to make public procurement faster, more flexible and easier – especially for small and medium sized enterprises (SME's). The procurement strategy must ensure that the council is legally compliant with the revised regulations in all of its procurement and commissioning activity. Some of the regulatory changes also raise some more immediate requirements, including:

- the need to review and revise current Contract Procedure Rules to align with the new legislation;
- reviewing the existing pipeline of procurement projects at the OJEU threshold being planned, to ensure staff appreciate the need to have procurement documents available “up front”, and embed this as best practice even at sub-OJEU levels; and

## The Wales Procurement Policy Statement

In December 2012 the Welsh Government launched the Wales Procurement Policy Statement (WPPS) which set out the principles by which they expected public sector procurement to be delivered in Wales. Since that launch the Welsh Government has secured legislative powers in respect of procurement for Wales, and has subsequently reviewed the document and, in June 2015, launched a revised Statement.

The ten principles of Welsh Public Procurement Policy are:

1. **Strategic** – procurement should be recognised and managed as a strategic corporate function.
2. **Professionally resourced** – procurement expenditure should be subject to an appropriate level of professional involvement and influence.
3. **Economic, Social and Environmental Impact** – Value for Money should be considered as the optimum combination of whole-of-life costs.
4. **Community Benefits** – delivery of social, economic and environmental benefit through effective application of Community Benefits policy.
5. **Open, accessible competition** – public bodies should adopt risk based, proportionate approaches to procurement to ensure that contract opportunities are open to all.
6. **Simplified Standard Processes** – procurement processes should be open and transparent and based on standard approaches.
7. **Collaboration** – areas of common expenditure should be addressed collectively using standardised approaches.
8. **Supplier Engagement and Innovation** – dialogue with suppliers should be improved to help get the best response from the market place.

9. **Policy Development and Implementation** – deployment of policy which supports the achievement of the seven well-being goals for Wales as set out in the Well-being of Future Generations (Wales) Act (2015)
10. **Measurement and Impact** – in accordance with good management practice, procurement performance and outcomes should be monitored to support continuous improvement.

## **The National Procurement Service (NPS)**

The National Procurement Service (NPS) for Wales became operational in November 2013, and was set up to enable the Welsh public sector to collaborate more closely in procuring goods and services in the face of unprecedented budgetary pressures. The NPS is hosted by the Welsh Government and for the first 3 years of operation it is funded with £5.9m from the Welsh Government's Invest to Save Fund. After the first 3 years the intention is that the NPS will become self-funding.

Flintshire County Council is one of over 73 public sector organisations in Wales that have signed up and made a 5 year commitment to using contracts and frameworks facilitated by the NPS in areas of common and repetitive spend. While savings in goods and services will be a priority for the NPS, promoting local economic regeneration, community benefits and supporting SMEs and the voluntary sector in competing for Welsh public sector contracts will also be important.

## **The Well-being of Future Generations (Wales) Act (2015)**

The Well-being and Future Generations (Wales) Act is about improving the social, economic, environmental and cultural well-being of Wales. It is designed to make public bodies think more about the long-term, work better with people and communities and each other, look to prevent problems and take a more joined-up approach in order to create a Wales that we all want to live in - now and in the future. The Act puts in place the following 7 well-being goals:

1. **A prosperous Wales** – an innovative, productive and low-carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately; and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities.
2. **A resilient Wales** – a nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
3. **A healthier Wales** – a society in which people's physical and mental well-being is maximised and in which choices and behaviours that benefit future health are understood.
4. **A more equal Wales** – a society that enables people to fulfil their potential no matter what their background or circumstances.
5. **A Wales of cohesive communities** – attractive, viable, safe and well-connected communities.
6. **A Wales of vibrant culture and thriving Welsh language** – a society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sport and recreation.
7. **A globally responsible Wales** – a nation which, when doing anything to improve the economic, social, environmental and cultural well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global well-being.



# THE FUTURE CHALLENGES FOR PROCUREMENT

There are clearly a number of challenges which need to be addressed as part of this procurement strategy.

## The need for savings versus the local economy

The Council is aware of the impact a reduction in overall spend could have on the local economy and over the next few years the Council will have to continue to make some difficult decisions to balance the need for savings with support for the local economy. In order to achieve the required savings, the council will have to consider how it might generate economies of scale through the letting of larger contracts or through collaboration with partner organisations such as the National Procurement Service and/or other public sector organisations. This approach could potentially disadvantage smaller local businesses who may not be big enough to service such larger contracts, or do not have the time or expertise to engage in the bidding process.

The procurement strategy will need to respond to this challenge by:

- Advocating a partnership approach with organisations such as the Federation of Small Businesses (FSB), Business Wales and Denbighshire Voluntary Services Council to ensure that there is sufficient training and support for local businesses and the third sector when competing for council contracts.
- Outlining how we can engage proactively with the National Procurement Services to ensure that contracts let at a national level are structured in a way that provide opportunities for businesses in Flintshire, and/or provide guidance on under what circumstances we might wish to opt out of national arrangements where we think better value or more significant economic, social or environmental benefits can be achieved through a more local approach.

## The expectations of Welsh Government

The recent revision of the Wales Procurement Policy Statement clearly demonstrates the importance that the Welsh Government attribute to procurement and its potential role in helping to achieve its policy objectives – particularly around tackling poverty – and more generally in helping to secure substantial cost savings. The Welsh Government is also considering the possibility of secondary legislation in relation to procurement under the new powers it expects to secure following the publication of a Command Paper in February 2015<sup>1</sup>, and the first area they are likely to focus on is community benefits.

The procurement strategy will need to respond to this challenge by:

- Ensuring that in the development of any local procurement approaches or policies, we are mindful of the expectations set out in the Wales Procurement Policy Statement and the prospect of new secondary legislation.
- Setting out clear policies and expectations in relation to community benefits and how they should be built into tender and contract documentation.

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<sup>1</sup> Powers for a Purpose: Towards a lasting devolution settlement for Wales” Feb 2015 (HM Government)

## **Shortcomings of procurement activity within services**

A recent procurement review<sup>2</sup> identified a number of shortcomings in relation to how procurement is undertaken within the services, including:

- the expertise, skills and knowledge of service department staff with procurement, commissioning and contract management responsibilities varies significantly across departments;
- training and development for procurement, commissioning and contract management within service departments appear to be highly informal and under-developed;
- performance management of individuals engaged in procurement, commissioning and contract management within service departments is infrequent to non-existent;
- there is an inconsistent approach to the supply market with various approaches being adopted;
- a “silo mentality” is restricting opportunities to operate collaboratively internally;
- there is often a lack of proper planning of procurement activities; and
- Contract Procedure Rules are not always complied with.

All this is often leading to a “fire-fighting” approach both within service areas and within the corporate procurement team that is supporting them, and in more extreme cases is leading to breaches in regulations and associated financial penalties for the Council. The lack of consistency and proper planning also creates confusion for our suppliers and can create barriers to them accessing opportunities with the council.

How we improve awareness and expertise within service areas will be one of the key challenges for procurement going forward, and the strategy needs to respond by:

- Outlining what measures and support will be put in place to support improved procurement processes and compliance within service areas
- Detailing how more corporate oversight of procurement activity will be established to ensure better planning and a greater degree of accountability for non-compliance issues

## **Budget constraints versus internal capacity to deliver excellence in procurement**

Whilst the Wales Procurement Policy Statement advocates a minimum of one procurement professional per £10 million of expenditure, the Council recognises that it already falls far short of that aspiration, with the current corporate procurement team providing approximately one officer per £20 million across Denbighshire and Flintshire. In the current and likely future financial situation, it is difficult to envisage a scenario whereby the Council could increase the budget of the procurement team to meet the Welsh Government aspiration. Indeed, a more likely scenario is one of reduced resources which would see a reduction in the team size and a greater gap between the aspiration and the reality.

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<sup>2</sup> Bangor University Institute for Competition and Competitiveness 2013

Added to this, the same review referenced in the previous section identified that legal support for procurement activity is also inadequate in terms of capacity which is leading to bottlenecks in the system and unnecessary complications. Service and team restructures within the wider organisation is also likely to see a reduction in staff numbers which could create additional capacity pressures on those staff who remain and are involved in procurement activity (both corporately and within services).

The procurement strategy will need to respond to this challenge by:

- Consideration of how we can maintain an effective corporate procurement service in the face of shrinking budgets
- Within that corporate team some consideration of what measures could be in place to manage workloads effectively, support continuing professional development, and more generally how we can retain, or recruit, motivated and dedicated procurement officers.

## **Embedding the use of new technology**

One of the key tools for improving performance, consistency and compliance, whilst also helping to achieve savings, will be the introduction and use of new technology such as the use of Proactis for the submission and subsequent assessment of tenders. To optimise the benefits, such technology needs to be used corporately throughout the organisation, and needs to be as intuitive and straightforward to use as possible to promote a “right first time” result.

The financial investment in the required technology solutions has already been made, but this needs to be matched by investment of resources to ensure that the technology is rolled out effectively, support is put in place to aid its practical application, and there is a cultural shift so that the new technology becomes the business as usual norm and any previous systems and processes are de-commissioned.

The procurement strategy will need to respond to this challenge by:

- Outlining how technology will be used to improve performance and compliance, and what management measures will be put in place to support its implementation

## **Joint Procurement Service with Denbighshire**

The Joint Collaborative Procurement Service with Denbighshire will deliver some tangible benefits but it also presents some challenges. Ideally all processes and policies would be completely aligned in order to maximise the benefits in terms of a consistent approach to procurement activity both internally with council officers, but also externally with our suppliers. Currently there are some variations between the two authorities. Whilst different organisational structures, management arrangements and political priorities will always present a challenge to full alignment, the strategy should seek to align as far as possible the processes and policies between the two authorities

# THE STRATEGY

## Key principles

Flintshire County Council is committed to setting rigorous quality standards and robust commissioning and procurement procedures to ensure that all commissioning and procurement is managed and conducted appropriately in compliance with all legislative requirements and local, UK and EU guidelines. We are committed to making sure that every pound we spend provides value for money for the council and our constituent residents and businesses.

This strategy outlines how we intend to deliver on that commitment, but in order to achieve this the council requires that all staff that are involved in commissioning and procurement to adhere to and promote the following principles:

1. To help reduce or eliminate non-essential spend all staff, before commencing any commissioning or procurement activity, will first consider whether there is an alternative approach to delivering the outcome without the need for the council to spend at all, or at least to reduce the spend.
2. In undertaking any procurement or commissioning activity, all officers must have due consideration of our duties under the Well-being of Future Generations (Wales) Act 2015 to take into account the impact of any decisions we make on the people of Wales – now and in the future. The “sustainable development principle” should be applied to all procurement activity
3. All service areas will work with the corporate procurement team to develop and implement appropriate strategies and mechanisms for delivering value for money in the goods, services or works that they procure.
4. Every procurement exercise will be managed and led by an officer with skills appropriate to the value and risk associated with that arrangement and be conducted with openness, honesty and accountability.
5. The council’s regulatory framework (contract procedure rules, delegations and financial regulations), UK and EU legal requirements will be complied with.
6. All staff involved in the purchase of goods, services or works will utilise corporate negotiated, council wide contracts or frameworks where they exist.
7. Ensure that due regard is made in all commissioning and purchasing decisions to local economic prosperity.

# OUTCOME 1

## Flintshire County Council achieves value for money from the goods, services and works it procures

The council has always had a duty to ensure we can demonstrate value for money in the delivery of our services, and with increasing budgetary pressure and the need to balance cost reductions against the increasing demand on services, achieving value for money on our bought goods, services and works is more important to the council than ever. However, the ongoing austerity measures and the prospect of ever decreasing budgets means that we now need to go beyond just seeking value for money in the goods, services and works we procure, and be much more proactive in our consideration of options to avoid the need to spend at all, or at least a consideration of how we can significantly reduce the amount we spend. In addition, the administrative cost of sourcing, ordering and paying for goods, services and works is significant. We therefore need to ensure that the way we work is efficient and effective.

### We will work to achieve this outcome by:

1. Considering different **delivery models** and more collaborative working for the services we provide that reduce or remove the need for council expenditure;
2. Continually reviewing our **processes** and endeavour to make them as simple as possible for both internal users and our suppliers, whilst still ensuring we remain legally compliant;
3. Making better **use of technology** to deliver efficiencies in the commissioning and procurement process; and
4. Improving our **contract management** to ensure that the contracts we enter into are delivered to budget and in accordance with the agreed terms and conditions, including the delivery of any required community benefits.
5. Investing in **people and skills** to ensure that we have a well organised and appropriately skilled workforce, who have the motivation and resilience to deliver excellence in all our commissioning and procurement activities.

## **Delivery Models**

### **Why is this important?**

With the current financial situation and budget pressures the Council faces, it is important that we continually review what and why we are procuring, rather than just doing what we have always done. In the same way that when a member of staff leaves there is a consideration of whether the post needs to be replaced at all, or whether there are alternative approaches to delivering the required service, the same approach should be applied to procurement. Before any decision to procure is made we should always consider whether there is an alternative delivery model which would remove, or at least reduce, the need to spend. This could include collaborating with other public sector partners, fundamentally reviewing the nature of a service that we currently provide, or working more closely with third sector organisations to deliver essential services.

### **Where we want to be**

By the end of the strategy period (2021) we expect to see more of our services being delivered through alternative delivery models which are helping us to achieve better value for money.

## **Processes**

### **Why is this important?**

Mistakes and omissions cost time and money to rectify, so “getting it right first time” is a critical requirement if we want to improve efficiency in the procurement process. This is best achieved through simple systems and processes which are easily understood and straightforward to follow. We will always need to balance the requirement for any systems and processes we use with the need for us to remain compliant with the law, but we should seek to make all our systems and processes “good enough” to achieve this compliance, rather than add extra and unnecessary complexity. In some instances, we may need to introduce new systems and processes to ensure we comply with the law and our own internal contract procedure rules.

### **Where we want to be**

By the end of the strategy period (2021) we expect all staff involved in procurement activity to be familiar with and competent in using whatever systems and processes are in place, and to have no instances of non-compliance with the law or our own internal contract procedure rules.

## **Use of Technology**

### **Why is this important?**

Technology has a key role to play in delivering efficiencies in the procurement process. Effective application on technology will reduce transaction costs for both the council and its suppliers, speed up delivery timescales, improve compliance with procurement law and regulation, and generally improve transparency of the whole procurement process. It also enables the capture of management information which is critical to support intelligence-led decision making.

### **Where we want to be**

By the end of the strategy period (2021) we want to demonstrably be using technology to provide an end-to-end electronic procurement service to improve delivery quality and consistency.

## **Contract Management**

### **Why is this important?**

We have traditionally placed a lot of emphasis on the point in the procurement process where we invite bids and award contracts, but not always on the subsequent management of those contracts. Making sure that these contracts deliver what is expected – in terms of costs, time, specification, and where included community benefits – is fundamental to achieving value for money. This requires active management and regular review of the contract, rather than a “let and forget” approach.

### **Where we want to be**

By the end of the strategy period (2021) we expect all of our contracts to be delivered in line with the cost contained in the terms and conditions of the contract at award stage, except where variations to this have been formally agreed and recorded.

## **People & Skills**




### **Why is this important?**

We have an ambitious strategy with demanding targets to achieve, and we will only be a successful if we have the right people, with the skills, development opportunities and support in place. This applies to both the officers in the corporate procurement team, but also to officers throughout the council who are undertaking commissioning and procurement activity.

### **Where we want to be**

By the end of the strategy period (2021) we want to have a well organised and appropriately skilled workforce, who have the motivation and resilience to deliver excellence in all our procurement activities.

## Measuring our progress for Outcome 1

Annual High Level Indicators	2015 baseline	Desired Trend
Total cashable savings achieved from all spend through procurement activity.	No Baseline	TBC
Total cashable savings achieved from revenue spend through procurement activity.	No Baseline	TBC
Percentage of officers attending procurement training categorising the quality of the training as "good" or better.	No Baseline	
Percentage of Middle Management Team assessing their knowledge of procurement as "good" or better.	8%	
Percentage of Middle Management Team who have read or referred to the Contract Procedure Rules in the last 12 months.	33%	
Percentage of internal customers categorising the service from the corporate procurement team as "good" or better.	No Baseline	TBC

Annual Performance Measures	2015 baseline	Desired Trend
Percentage of contracts over £25,000 where a commission form has been completed.	No Baseline	TBC
Percentage of contracts over £25,000 where a sustainability assessment has been completed.	No Baseline	TBC
Percentage of contracts over £25,000 where all required documentation (evaluation criteria, t & c's, etc.) are available prior to inviting tenders.	No Baseline	TBC
Percentage of contracts over £25,000 where a tender exercise is undertaken but no award is made.	No Baseline	TBC
Percentage of contracts over £25,000 where the contract award amount is no more than the estimated budget.	No Baseline	TBC
Percentage of contracts over £25,000 where the final contract cost is no more than the tender award amount.	No Baseline	TBC
Percentage of contracts over £25,000 with a signed or sealed contract in place within 6 weeks of the contract award.	No Baseline	TBC
Percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service.		N/A

**NOTE:** Where no baseline data has been provided, the information is currently unavailable. In most cases this data will be provided through the electronic procurement system for which full compliance is required from 1 January 2017. Once a year of use of the electronic system has been completed, baselines will be provided.



# OUTCOME 2

## Flintshire County Council improves the contribution its procurement activity has on the local economy

The council's spend is a major driver for local economic development and creation of a thriving and prosperous economy. However, the need to deliver savings and efficiency improvements will invariably lead to a reduction in the number of suppliers and contractors that directly trade with the council. To ensure that our procurement activity continues to have a positive impact on the local economy, it is important for us to look at ways to improve access to the council and its business opportunities and to support the development of local suppliers. We want to be confident that our procurement policies and procedures do not disadvantage local businesses, and that they find it easy to do business with us.

### We will work to achieve this outcome by:

1. Working proactively on **local supplier development** to ensure that businesses and the third sector are aware of the opportunities to sell to the council and are capable of submitting high quality bids to opportunities that arise;
2. Developing **new approaches** to how we structure our offers to the market and related contracts to ensure we create opportunities for local businesses to bid and potentially win business from the council;
3. Delivering more and better **community benefits** through the procurement process

## Local Supplier Development

### Why is this important?

With the likelihood of the amount the Council spends on goods, works and services reducing year on year for the foreseeable future, it is ever more important to ensure that where we are spending there are opportunities for Flintshire based businesses to bid for and win contracts with the Council. To ensure this is the case, we need to be working closely with key partners like the Federation of Small Businesses (FSB), North Wales Business Council and Business Wales to provide the advice and support Flintshire's business community will need to submit good quality bids for contracts the Council advertises.

### Where we want to be

By the end of the strategy period (2021) we want to demonstrably be providing more and better opportunities for local businesses to purchase from the Council.

## **New Approaches**

### **Why is this important?**

As well as the external-facing support we need to provide to businesses, we also need to look internally and consider how we approach the market for the goods, services and works that we require. The manner in which we do this can have a significant impact on how attractive and accessible that offer will be to Flintshire based businesses. For example, a bid evaluation process and contract that includes criteria for after-sales service or minimum response times will create opportunities for local businesses, whereas contracts that exclude these type of requirements may not. We also need to make sure that it as straightforward as possible to do business with us by reviewing, simplifying and standardising processes we require businesses to follow when bidding to supply the Council and subsequently in delivering contracts.

### **Where we want to be**

By the end of the strategy period (2021) we want to be confident that our procurement policies and procedures do not disadvantage local businesses, and that they find it easy to do business with us.

## **Community Benefits**




### **Why is this important?**

Community benefits are contractual clauses which can be used to build a range of economic, social, or environmental conditions into the delivery of our contracts. They allow us to align our procurement activity with our corporate objectives and in so doing contribute to our ambition of developing the local economy, creating more jobs and tackling poverty in the county.

### **Where we want to be**

By the end of the strategy period (2021) we want to demonstrably be delivering more and better community benefits through the procurement process

## Measuring our progress for Outcome 2

Annual High Level Indicators	2015 baseline	Desired Trend
% of council spend with Flintshire businesses	31%	
% of council spend with North Wales businesses	52%	
% of council spend with Welsh businesses	59%	
% of council spend with businesses in the Mersey/Dee Alliance area	TBC	TBC
% of Flintshire based suppliers to whom the Council has made a payment who are registered on the Proactis Portal.	No Baseline	TBC
% of suppliers categorising the council as “very good” or “good” at contract end in supplier satisfaction surveys	No Baseline	TBC

Annual Performance Measures	2015 baseline	Desired Trend
% of offers to the market with at least one Flintshire based business bidding at the Low Value threshold (£10,001 to £25,000)	No Baseline	TBC
% of offers to the market with at least one Flintshire based business bidding at the Intermediate Value threshold (£25,001 to OJEU)	No Baseline	TBC
% of offers to the market with at least one Flintshire based business bidding at the High Value threshold (OJEU)	No Baseline	TBC
% of bids received from Flintshire based businesses as a proportion of total bids received at the Low Value threshold	No Baseline	TBC
% of bids received from Flintshire based businesses as a proportion of total bids received at the Intermediate Value threshold	No Baseline	TBC
% of bids received from Flintshire based businesses as a proportion of total bids received at the High Value threshold	No Baseline	TBC
% of successful bids from Flintshire based businesses as a proportion of the total number of successful bids at the Low Value threshold	No Baseline	TBC
% of successful bids from Flintshire based businesses as a proportion of the total number of successful bids at the Intermediate Value threshold	No Baseline	TBC
% of successful bids from Flintshire based businesses as a proportion of the total number of successful bids at the High Value threshold	No Baseline	TBC
% of contracts awarded in the financial year over £1,000,000 with community benefits included in contract documents	No Baseline	TBC
% of contracts awarded in the financial year under £1,000,000 with community benefits included in contract documents	No Baseline	TBC

**NOTE:** Where no baseline data has been provided, the information is currently unavailable. In most cases this data will be provided through the electronic procurement system for which full compliance is required from 1 January 2017. Once a year of use of the electronic system has been completed, baselines will be provided.

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 10 November 2016
<b>Report Subject</b>	Appraisals Substantive Progress report
<b>Cabinet Member</b>	Cabinet Member for Corporate Services
<b>Report Author</b>	Senior Manager, Human Resources and Organisational Development
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Committee with detailed completion levels of appraisals by each portfolio. It is a follow-up report to the Committee meeting of 14 July 2016 which reviewed the Corporate Services portfolios.

A significant amount of work has been undertaken over the last few months by managers in all service areas, as part of a fundamental review of our methodology for recording and reporting on completion levels. Appraisals have been completed or are scheduled for completion by 20 December 2016.

### RECOMMENDATIONS

1.	That the Committee notes the progress made against the target set for completion of appraisals for portfolios and the Council as a whole.
2.	That the Committee accepts that periodic reports will be included in the quarterly performance reports.

## **REPORT DETAILS**

<b>1.00</b>	<b>Performance Appraisal Report and Progress Update</b>
1.01	The purpose of this report is to provide members with a detailed analysis of completion levels of appraisals across all portfolios.
1.02	This indicator is important because it provides reassurance that eligible employees are receiving appraisals in line with corporate policy. Regular, meaningful appraisals help to ensure that employees are clear about their objectives and what they need to deliver to enable the Council to fulfil its priorities.
1.03	Appraisal should be an opportunity for both the manager and employee to have a productive and supportive conversation about performance, behaviours, learning, development and support needs. Objectives and demonstration of behaviours are identified through agreement between employee and manager. Evidence of progress, performance and delivery against agreed targets is also measured and identified through joint agreement.
1.04	Appraisal is one part of a wider performance management picture. In addition to quality day to day supervision, employees are encouraged to have regular 1-2-1 meetings, and both formal and informal progress review meetings.
1.05	<p><b>Policy and Practice</b></p> <p>All officers with line management responsibility are responsible for completing their individual employee appraisals in accordance with the Councils guiding principles which are designed to identify best practice in conducting appraisals and to provide some examples in creating and measuring objectives.</p> <p>Preparation time must be given prior to the appraisal. Ratings against competencies should be agreed between manager and employee, a self-rating from the employee should form the basis of the conversation and feedback provided.</p> <p>The emphasis within the appraisal must be on improving performance. Clear actions to address under performance must be given, where there is exceptional performance this should be reflected in comments within the 9 box grid relating to talent management.</p> <p>Appraisal ratings should be recorded by the manager on iTrent for each employee.</p>
1.06	Historically, appraisal completion levels have been reported on the basis of information (data) held in iTrent. A fundamental review of the data for each portfolio identified the requirement to establish and apply an agreed set of eligibility criteria so that future reporting is both meaningful and consistent across the Council.

	<p>The following exemptions for inclusion in this performance indicator were agreed in July, as follows:</p> <ul style="list-style-type: none"> <li>• Schools based employees</li> <li>• Relief/casual workers</li> <li>• Employees on long term sick leave</li> <li>• Employees on maternity leave or undertaking a career break</li> <li>• Employees in their first 6 months of employment (new starters)</li> <li>• Employees working a period of notice (leavers)</li> <li>• Employees whose appraising manager is/has been absent for a prolonged period</li> <li>• Employees of Clwyd Theatre Cymru</li> <li>• Employees engaged on a fixed term contract of less than 12 months duration</li> </ul> <p>The revised annual target for completion of appraisals is 100% of eligible employees. At the time of writing this report the percentage of our eligible workforce who have had their or scheduled to receive their appraisal is as detailed in Appendix A.</p>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	No new implications as the report captures existing arrangements only.

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

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

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Detailed appraisal outcomes by portfolio

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<b>Contact Officer:</b> Sharon Carney, Senior Manager, Human Resources and Organisational Development <b>Telephone:</b> 01352 702139 <b>E-mail:</b> <a href="mailto:Sharon.carney@flintshire.gov.uk">Sharon.carney@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	iTrent – a fully integrated, web based HR, payroll, talent management and workforce planning solution.



## Appendix 1 – Appraisal completion rates by portfolio

### Appraisal reporting

	Chief Executives	Community and Enterprise	Education and Youth	Governance	Org Change 1	Org Change 2	People & Resources	Planning & Env	Social Services	Streetscene and Transportation	FCC
<b>Headcount (iTrent)</b>	<b>46</b>	<b>401</b>	<b>266</b>	<b>130</b>	<b>309</b>	<b>428</b>	<b>168</b>	<b>173</b>	<b>970</b>	<b>484</b>	<b>3375</b>
Recognised Exemptions:											
Leavers	0	0	0	0	0	0	2	0	20	9	31
New starter	3	7	0	0	0	0	1	7	0	0	18
Long Term Sickness Absence	0	6	2	2	2	5	2	2	5	6	32
Long Term Other Absence	2	5	12	6	12	7	8	4	15	6	77
Fixed Term Contract > 1 year	0	0	0	0	0	0	3	0	0	0	3
Relief/Casual workers	0	0	0	0	0	0	0	4	2	0	6
<b>No of Eligible Employees</b>	<b>41</b>	<b>383</b>	<b>252</b>	<b>122</b>	<b>295</b>	<b>416</b>	<b>152</b>	<b>160</b>	<b>930</b>	<b>463</b>	<b>3214</b>
No of appraisals completed	38	317	188	112	257	40	117	107	729	237	2142
% completed	<b>93%</b>	<b>83%</b>	<b>75%</b>	<b>92%</b>	<b>87%</b>	<b>10%</b>	<b>77%</b>	<b>67%</b>	<b>78%</b>	<b>51%</b>	<b>67%</b>
No of appraisals scheduled*	3	66	64	10	38	376	35	53	201	226	1072
% completed	<b>7%</b>	<b>17%</b>	<b>25%</b>	<b>8%</b>	<b>13%</b>	<b>90%</b>	<b>23%</b>	<b>33%</b>	<b>22%</b>	<b>49%</b>	<b>33%</b>
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

\* scheduled or completed but not yet recorded on iTrent.

All scheduled appraisals to be completed and recorded on iTrent by 20 December 2016

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 10 November 2016
<b>Report Subject</b>	Revenue Budget Monitoring (Month 6) and Capital Programme Monitoring (Month 6)
<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 6) Report and the Capital Programme 2016/17 (Month 6) Report.

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2016/17 (Month 6) 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 6) 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 6) AND CAPITAL PROGRAMME 2016/17 (MONTH 6)</b>
1.01	The Revenue Budget Monitoring 2016/17 (Month 6) report will be presented to Cabinet on Tuesday 15 November 2016. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2016/17 (Month 6) report will be presented to Cabinet on Tuesday 15 November 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 6) and in Appendix B; Capital Programme 2016/17 (Month 6).

<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 6) and in Appendix B; Capital Programme 2016/17 (Month 6).

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Revenue Budget Monitoring 2016/17 (Month 6) Appendix B; Capital Programme 2016/17 (Month 6).

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

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p>(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.</p> <p>(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.</p> <p>(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.</p>



<b>CABINET</b>
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<b>Date of Meeting</b>	Tuesday, 15 November 2016
<b>Report Subject</b>	Revenue Budget Monitoring 2016/17 (month 6)
<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 presents the position, based on actual income and expenditure, as at Month 6 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

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

#### Council Fund

- Net in year expenditure forecast to be £1.553m higher than
- Projected contingency reserve balance of £1.652m

The overall projected in year position is an increase of £0.132m on the position reported last month.

The Council is continuing with negotiations with Welsh Government regarding an additional transport grant and there is a realistic expectation that a proportion of the additional in year cost will be recovered which will reduce the in year underlying forecast overspend.

#### Housing Revenue Account

- Net in year expenditure forecast to be £0.037m higher than budget
- Projected closing balance as at 31 March 2017 of £1.061m

<b>RECOMMENDATIONS</b>	
1	Cabinet is recommended to note the overall report and the projected Council Fund contingency sum as at 31 <sup>st</sup> March 2017.
2	Note the projected final level of balances on the Housing Revenue Account.

## **REPORT DETAILS**

<b>1.00</b>	<b>Explaining the Month 6 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 £1.553m higher than budget</li> <li>• Projected contingency reserve balance of £1.652m</li> </ul>
1.02	<p>The underlying deficit balance is likely to be reduced with the successful negotiation of an additional Welsh Government transport grant which is in relation to the liquidation of one of the Councils contracted transport operators, GHA Coaches.</p> <p>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. Negotiations are advanced and the Council expects to recover at least a proportion of the additional cost. 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</p>

1.03	<p><b>Council Fund Latest in Year Forecast</b></p> <p>The table below shows the projected position by portfolio.</p> <table border="1" data-bbox="287 280 1348 1310"> <thead> <tr> <th data-bbox="287 280 667 510"><b>TOTAL EXPENDITURE AND INCOME</b></th> <th data-bbox="670 280 837 510"><b>Original Budget</b></th> <th data-bbox="841 280 1008 510"><b>Revised Budget</b></th> <th data-bbox="1011 280 1181 510"><b>Projected Outturn</b></th> <th data-bbox="1184 280 1348 510"><b>In-Year Over / (Under) spend</b></th> </tr> <tr> <td></td> <td data-bbox="670 470 837 510"><b>£m</b></td> <td data-bbox="841 470 1008 510"><b>£m</b></td> <td data-bbox="1011 470 1181 510"><b>£m</b></td> <td data-bbox="1184 470 1348 510"><b>£m</b></td> </tr> </thead> <tbody> <tr> <td data-bbox="287 515 667 560">Social Services</td> <td data-bbox="670 515 837 560">58.534</td> <td data-bbox="841 515 1008 560">60.363</td> <td data-bbox="1011 515 1181 560">60.911</td> <td data-bbox="1184 515 1348 560">0.548</td> </tr> <tr> <td data-bbox="287 564 667 609">Community &amp; 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Corporate Finance</td> <td data-bbox="670 1093 837 1137">28.552</td> <td data-bbox="841 1093 1008 1137">21.837</td> <td data-bbox="1011 1093 1181 1137">22.440</td> <td data-bbox="1184 1093 1348 1137">0.603</td> </tr> <tr> <td data-bbox="287 1178 667 1223"></td> <td data-bbox="670 1178 837 1223"></td> <td data-bbox="841 1178 1008 1223"></td> <td data-bbox="1011 1178 1181 1223"></td> <td data-bbox="1184 1178 1348 1223"></td> </tr> <tr> <td data-bbox="287 1227 667 1308"><b>Total</b></td> <td data-bbox="670 1227 837 1308"><b>251.984</b></td> <td data-bbox="841 1227 1008 1308"><b>251.984</b></td> <td data-bbox="1011 1227 1181 1308"><b>253.537</b></td> <td data-bbox="1184 1227 1348 1308"><b>1.553</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	60.363	60.911	0.548	Community & Enterprise	12.035	12.326	11.871	(0.456)	Streetscene & Transportation	27.011	28.527	29.474	0.947	Planning & Environment	4.978	5.381	5.437	0.056	Education & Youth	11.225	11.404	11.410	0.006	Schools	86.162	87.372	87.372	0.000	People & Resources	4.319	4.647	4.678	0.031	Governance	8.159	8.407	8.453	0.046	Organisational Change 1	5.560	5.972	5.989	0.018	Organisational Change 2	2.244	2.572	2.384	(0.188)	Chief Executive	3.204	3.176	3.118	(0.058)	Central & Corporate Finance	28.552	21.837	22.440	0.603						<b>Total</b>	<b>251.984</b>	<b>251.984</b>	<b>253.537</b>	<b>1.553</b>
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1.04	The reasons for the projected variances are summarised within Appendix 2 with key significant portfolio variances explained in paragraphs 1.06.																																																																																
1.05	<p><b>Significant Budget Movements between Original and Revised Budget</b></p> <p>A significant budget movement of £0.082m has occurred from Planning &amp; Environment to Streetscene &amp; Transportation relating to the transfer of bad debt provision and insurance provision budgets from Planning &amp; Environment to Streetscene &amp; Transportation.</p>																																																																																
1.06	<p><b>Streetscene and Transportation</b></p> <p>There is a significant variance within the portfolio of £0.947m which is a decrease of £0.064m from month 5. This will be reduced with the successful negotiation of an additional Welsh Government transport grant as described in 1.02. Full details of all other variances are given in Appendix 1.</p>																																																																																

1.07	<p><b>Programme of Efficiencies</b></p> <p>The 2016/17 budget contains £11.282m of specific efficiencies which are being tracked and monitored. An amount of £0.761m was approved from the contingency reserve in the month 4 report to meet the impact of conscious decisions to change proposals for household recycling centres, community asset transfers, town centre car parking charging and workforce essential car user allowances resulting in a revised efficiency target of £10.521m.</p>
1.08	Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.
1.09	This shows that it is currently projected that £9.536m (91%) will be achieved resulting in a net underachievement of £0.985m. The position will continue to be monitored and reported in future monitoring reports.
1.10	<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>
1.11	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.
	<b>Reserves and Balances</b>
1.12	<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>
1.13	Taking into account the current projected overspend at Month 6 and previously agreed allocations the balance on the contingency reserve at 31 March 2017 is projected to be £1.652m as detailed in appendix 4.
1.14	<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>
1.15	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 7 report.



1.16	<p><b><u>Housing Revenue Account</u></b></p> <p>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.</p>
1.17	<p>The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.</p>
1.18	<p>The Month 6 monitoring for the HRA is projecting in year expenditure to be £0.037m higher than budget and a closing balance as at 31 March 2017 of £1.061m, which at 3.3% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	<p>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.</p>

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

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p><b>Achievement of Planned In-Year Efficiencies</b></p> <p>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 current assessment of the efficiency profile for 2016/17 shows that 91% of the efficiencies would be achieved. 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.</p>
4.02	<p><b>In-Year Reductions in Government Specific Grants</b></p> <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</p>

	<p>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 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>
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-</p>

	term. Risk status: stable/amber risk.
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>
4.09	<p><b>Procurement of Transport Services</b></p> <p>As explained in 1.02 above there is an in-year budget risk of an additional procurement cost of £0.440m for local transport services. Negotiations are ongoing with Welsh Government over additional grant support. Risk status: unstable/amber risk.</p>
4.10	<p><b>Minimum Revenue Provision (MRP)</b></p> <p>The Council is currently reviewing its policy of accounting for MRP in conjunction with its Treasury Management Advisors. This could result in a change to the amount in year which may have a positive effect on the outturn position. Risk status: stable/green risk</p>

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix 1: Council Fund – Movement in Variances from Month 5</p> <p>Appendix 2: Council Fund – Budget Variances</p> <p>Appendix 3: Council Fund – Programme of Efficiencies</p> <p>Appendix 4: Council Fund – Movement on Un-earmarked Reserves</p> <p>Appendix 5: Housing Revenue Account Variances</p>

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

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.02	<b>Council Fund:</b> the fund to which all the Council's revenue expenditure is charged.
7.03	<b>Financial Year:</b> the period of twelve months commencing on 1 April.
7.04	<b>Housing Revenue Account:</b> the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	<b>Projected Outturn:</b> projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	<b>Reserves:</b> these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	<b>Revenue:</b> a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	<b>Underspend:</b> when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	<b>Variance:</b> difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	<b>Virement:</b> the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers

	from contingency provisions. Virements may not however be approved between capital and revenue budget heads.
7.11	<b>Medium Term Financial Strategy:</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.
7.12	<b>Minimum Revenue Provision (MRP):</b> A charge made to the Council Fund to repay borrowing taken out for capital expenditure. Authorities must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Government.



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

**MONTH 6 - SUMMARY**

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
<b>Social Services</b>		
<b>Older People</b>		
Resources & Regulated Services	0.073	Changes to projected costs within Residential Care.
Other Minor Variances	0.021	
<b>Disability Services</b>		
Resources & Regulated Services	(0.071)	Decrease in service user demand.
Other Minor Variances	(0.040)	
<b>Mental Health Services</b>		
Residential Placements	0.103	Reflects increased projection of placement costs.
Professional Support	0.046	Updated projection of salary costs.
Other Minor Variances	0.020	
<b>Children's Services</b>		
Professional Support	0.041	Further increases in staffing costs offset in part by contribution from contingency reserve.
Out of County Placements	0.096	Changes to placement costs including new high cost placements.
Other Minor Variances	(0.002)	
<b>Development &amp; Resources</b>		
Business Systems & Financial Assessments	0.064	Increase in commitments for IT hardware and software and release of budget following a Voluntary Redundancy approval.
Safeguarding Unit	0.025	Increase in costs of medical assessments.
Good Health	(0.162)	Costs associated with the Night-time Response service are now reflected within Older People (£0.065m). Core Funding payments of (£0.084m) were also reflected within the Chief Executive portfolio.
Other Minor Variances	(0.016)	
<b>Total Social Services</b>	<b>0.198</b>	
<b>Community &amp; Enterprise</b>		
Customer And Housing Services	0.002	Minor variances.
Council Fund Housing	0.003	Minor variances.
Revenues & Benefits	(0.095)	Further underspend on the Council Tax Reduction Scheme provision (£0.022m). Additional surplus on the Council Tax Collection Fund (£0.097m). Other minor variances £0.024m.
<b>Total Community &amp; Enterprise</b>	<b>(0.091)</b>	
<b>Streetscene &amp; Transportation</b>		
<b>Ancillary Services &amp; Performance</b>		
Parking & Enforcement	(0.037)	Expected income for the year of £0.030m relating to Fixed Penalty Notice fines.
Other Minor Variances	(0.004)	
<b>Transportation &amp; Logistics</b>		
Other Minor Variances	(0.023)	
<b>Total Streetscene &amp; Transportation</b>	<b>(0.063)</b>	

<b>Planning &amp; Environment</b>		
<b>Business</b>		
Minor Variances	0.016	
<b>Community</b>		
Minor Variances	(0.039)	
<b>Development</b>		
Minor Variances	0.017	
<b>Access</b>		
Minor Variances	(0.015)	
<b>Strategy</b>		
Planning Policy	0.038	Further LDP expenditure committed.
Minor Variances	0.005	
<b>Management Strategy</b>		
Other Minor Variances	0.002	
<b>Total Planning &amp; Environment</b>	<b>0.024</b>	
<b>Education &amp; Youth</b>		
Inclusion & Progression	(0.081)	Variance relates to movement on Out of County placements.
Other Minor Variances	0.003	
<b>Total Education &amp; Youth</b>	<b>(0.077)</b>	
<b>People &amp; Resources</b>		
HR & OD	0.003	Minor Variances.
Corporate Finance	0.012	Minor Variances.
<b>Total People &amp; Resources</b>	<b>0.015</b>	
<b>Governance</b>		
Minor Variances	0.010	
<b>Total Governance</b>	<b>0.010</b>	
<b>Organisational Change 1</b>		
Public Libraries & Arts, Culture & Events	(0.004)	Minor variances.
County Archives	(0.001)	Minor variances.
Leisure	0.015	Minor variances.
<b>Total Organisational Change 1</b>	<b>0.010</b>	
<b>Organisational Change 2</b>		
Minor Variances	(0.012)	
<b>Total Organisational Change 2</b>	<b>(0.012)</b>	
<b>Chief Executive</b>	(0.001)	Minor variances.
<b>Central and Corporate Finance</b>	0.119	Windfall Income; current levels of income suggest that there will be an underachievement of windfall income of £0.115m in this financial year.  Pension deficit recovery; current projections suggest an under recovery of pension deficit costs due to a reduction in workforce numbers and an increase in individuals opting out of the pension fund of around £0.100m.  Following allocation to portfolios of centrally held inflation and workforce pressures, there is currently a (£0.069m) projected underspend.  Increased Matrix Rebate Income (£0.025m).
<b>Grand Total</b>	<b>0.132</b>	



Budget Monitoring Report  
Council Fund Variances

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services Older People Localities	15.975	15.150	(0.826)	(0.832)	Domiciliary Care reflects a projected underspend of (£0.199m) based on existing clients. Other main influences on this projected underspend include Minor Adaptations (£0.113m) for which the local demand is currently being met by the Intermediate Care Fund. Additional one-off income has been received from Intermediate Care Fund (ICF) to contribute to provider fee increases. Other underspends are as a result of vacancy savings for 9 months from within the Single Point of Access team (£0.127m). Additional in-year Continuing Health Care (CHC) income (£0.063m) and additional property income (£0.029m). Further underspends within purchased day care of (£0.010m), early onset dementia of (£0.028m) and overall minor variances of £0.012m. In addition, some budgets within external care provision totalling £0.225m still require realignment into externally provided Supported Living within Learning Disabilities which are not reflected at Month 6.	Keep under review with consideration for potential realignment.
Community Equipment Contribution	0.477	0.323	(0.155)	(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 from PCC going forward.	Maintain underspend in current financial year, pending realignment from 2017/18 to meet revenue costs of Flint Extra Care Scheme.
Minor Variances Disability Services Resources & Regulated Services Disability Services Forensic budget Administrative Support	6.712	6.675	(0.037)	(0.115)		
Minor Variances Mental Health Services Residential Placements Substance Misuse	17.411	17.921	0.511	0.582	Service user demand level is in excess of current provision	Keep under review with consideration for potential realignment.
Minor Variances Children's Services Family Placement	2.156	2.516	0.359	0.361	Service user demand level is in excess of current provision.	Keep under review with consideration for potential realignment.
Minor Variances Residential Placements	0.529	0.345	(0.185)	(0.185)	There is a significant underspend of (£0.185m) based on current projected costs.	Keep under review - potential volatile service area.
Minor Variances Mental Health Services Residential Placements	(1.206)	(1.103)	0.103	0.125	Shortfall in Supporting People (SP) income following review of eligibility criteria and local distribution of grant. There is no further capacity within the SP reserve as this has already been utilised in full.	Keep under review with consideration for potential realignment.
Minor Variances Residential Placements	0.695	0.672	(0.023)	(0.008)		
Minor Variances Residential Placements	0.844	1.001	0.157	0.054	Reflects current projected placement costs	Keep under review.
Minor Variances Children's Services Family Placement	0.274	0.390	0.117	0.092	Pay cost pressure in a number of areas together with a reduced income commitment for the Substance Misuse Action Fund (SMAF) grant.	Work being undertaken to review.
Minor Variances Residential Placements	2.583	2.609	0.027	(0.015)		
Minor Variances Residential Placements	2.394	2.479	0.086	0.088	The overspend is due to foster care placement demand and also court orders for residence and special guardianship orders	Opportunity for budget realignment to be carried out to mitigate overspends within the service.
Minor Variances Residential Placements	0.398	0.483	0.085	0.084	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 optimised - Continued Monitoring of outturn.
Minor Variances Professional Support	4.883	5.374	0.492	0.451	Increasing overspend in the Duty & Assessment team which is due to the need to deploy staff to address key risks within this area of service. An allocation of £0.100m has been made from Contingency reserve as approved by Cabinet to help alleviate this pressure.	Continue to monitor and review.
Minor Variances Out of County Placements Minor Variances Development & Resources	3.434	3.533	0.099	0.003	Reflects current placement costs including some recent new high cost placements.	Continue to monitor and review.
Minor Variances Business Systems & Financial Assessments	1.387	1.297	(0.091)	(0.090)		
Minor Variances Business Systems & Financial Assessments	0.936	0.861	(0.074)	(0.139)	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.
Minor Variances Charging Policy income	(1.899)	(2.060)	(0.161)	(0.147)	The increase in income is due to recent changes in the treatment of certain disregards within service user financial assessments.	Continue to monitor and review.
Minor Variances Safeguarding Unit	0.792	0.934	0.141	0.116	The projected overspend is a combination of additional legal and medical costs associated with the Deprivation of Liberty Safeguards (DOLS) assessments and a shortfall of budgeted income from Supporting People grant, and a contribution to the North Wales Safeguarding Board.	Continue to monitor and review.
Minor Variances Good Health	0.846	0.780	(0.066)	0.096	The underspend is mainly due to short term vacancy saving.	Continue to monitor and review.
Minor Variances Minor Variances Total Social Services	0.742	0.732	(0.010)	(0.009)		
Minor Variances Community & Enterprise Customer And Housing Services Council Fund Housing Regeneration	60.363	60.911	0.548	0.350		
Minor Variances Community & Enterprise Council Fund Housing Regeneration	1.183	1.160	(0.024)	(0.024)	Minor variances	Continue to monitor and review
Minor Variances Revenues & Benefits	(0.277)	(0.256)	0.021	0.018	Minor variances	Continue to monitor and review
Minor Variances Revenues & Benefits	0.416	0.493	0.078	0.078	Estimated shortfall of £0.056m in markets due to income targets increasing in line with inflation each year, where changes have not increased at the same rate. Other minor variances £0.022m.	Continue to monitor and review.
Minor Variances Revenues & Benefits	10.905	10.370	(0.534)	(0.439)	Projected underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.258m). Projections indicate an anticipated surplus on the Council Tax Collection Fund of (£0.291m). Other minor variances £0.015m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change.
Minor Variances Housing Programmes Total Community & Enterprise	0.100	0.102	0.003	0.003	Minor variances.	Continue to monitor and review
Minor Variances Total Community & Enterprise	12.326	11.871	(0.455)	(0.365)		

Budget Monitoring Report  
Council Fund Variances

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Streetscene &amp; Transportation</b>						
<b>Ancillary Services &amp; Performance</b>						
Waste Collection	7.457	7.678	0.221	0.221	Later than planned development of PV Energy Production at Landfill, £0.065m. Adverse variance of £0.136m relating to reduced electricity sales from reducing levels of gas extraction between April and August at the Standard and Brookhill landfill sites.	PV panels now operational. Gas engine income levels being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Tracker
Parking & Enforcement	(0.115)	(0.119)	(0.004)	0.033	Shortfall of income across all car parks of £0.025m. Expected income for the year of £0.030m relating to Fixed Penalty Notice fines	Reported in Programme Tracker.
Other Minor Variances	0.768	0.779	0.012	0.015		
<b>Highways Network</b>						
Other Minor Variances	7.461	7.619	0.158	0.158	Pass maintenance liability for Cometeros to Town/Community Councils, £0.050m is part of ongoing discussions on all Community Asset Transfers (CATs) and along with the Probation Service Litter Collection, £0.050m will not therefore be progressed. Costs for the works following the Bagillt flooding event, £0.058m for emergency call outs and consequential maintenance and repairs. Final costs of £0.100m have been identified, of which the balance will be absorbed by the service revenue budgets.	Keep under review as part of MTFS. Reported in Programme Tracker.
<b>Transportation &amp; Logistics</b>						
Logistics & Resource Services	4.524	4.644	0.120	0.120	Shared specialist plant with neighbouring authority. £0.050m not possible to progress	Keep under review as part of MTFS. Reported in Programme Tracker.
School Transport	4.972	5.078	0.106	0.107	Further overruns relate to minor variances across the service area.	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.
Transportation	1.928	2.288	0.340	0.343	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport going into liquidation, £0.315m. This includes the costs of covering the 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	1.526	(0.005)	0.013		
<b>Total Streetscene &amp; Transportation</b>	<b>28.527</b>	<b>29.474</b>	<b>0.947</b>	<b>1.011</b>		
<b>Planning &amp; Environment</b>						
<b>Business</b>						
Minor Variances	1.642	1.650	0.008	(0.008)		
Community	0.342	0.318	(0.024)	(0.014)	SMAF Co-Ordinator post - reduced hours.	
T/S Compliance & Animal Health	0.019	0.015	(0.004)	0.000	Potential for shortfall in the Self financing position at outturn.	
Pest Control	0.308	0.270	(0.038)	(0.024)	Vacant Trading Standards Enforcement Officer.	
T/S Investigations	0.256	0.242	(0.013)	(0.001)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Minor Variances						
Development	(0.335)	(0.263)	0.071	0.060	High Risk of possible shortfall from Planning Application fees increase reflected in Business Planning. At Period 06 £50k of legal costs relating to the Crematorium enquiry.	Continue to monitor committed expenditure and reduce/remove commitments where possible.
Development Management	0.192	0.166	(0.026)	(0.031)		
Minor Variances						
Access	1.349	1.314	(0.034)	(0.020)		
Minor Variances						
Shared Services	0.167	0.167	0.000	0.000		
Minor Variances						
Strategy	0.637	0.871	0.034	(0.009)		
Minor Variances						
Management Strategy	0.604	0.686	0.081	0.079		
Total Planning & Environment	5.381	5.437	0.056	0.032		
Education & Youth						
Inclusion & Progression	7.021	7.069	0.068	0.149	Volatile service with potential for high costs and unpredictable demand. Includes other minor variances from within the service.	Task & Finish group is operational. An 'Invest to Save' pool has been identified to support a reduction in the overspend. Improved monitoring systems are being developed and implemented.
Minor Variances	4.384	4.322	(0.062)	(0.065)		
Total Education & Youth	11.404	11.410	0.006	0.083		
Schools	87.372	87.372	(0.000)	0.000	School budgets are delegated and the balances are therefore carried forward at the end of the financial year.	

Budget Monitoring Report  
Council Fund Variances  
MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>People &amp; Resources</b>						
HR & OD	2,258	2,215	(0.042)	(0.045)	Minor Variances.	Continue to monitor and review.
Corporate Finance	2,389	2,462	0.073	0.061	This projected overspend comprises of a shortfall in the Grant income recharge target and an in-year underachievement on the Finance Modernisation Efficiency.	Continue to explore alternative income maximisation opportunities and progress the finance modernisation project.
<b>Total People &amp; Resources</b>	<b>4,647</b>	<b>4,678</b>	<b>0.031</b>	<b>0.016</b>		
<b>Governance</b>						
Legal Services	0.642	0.665	0.024	0.024	Minor variances.	Continue to monitor and review.
Democratic Services	1.872	1.861	(0.011)	(0.020)	Minor variances.	Continue to monitor and review.
Internal Audit	0.434	0.428	(0.006)	(0.006)	Minor variances.	Continue to monitor and review.
Procurement	0.166	0.192	0.026	0.026	Minor variances.	Continue to monitor and review.
Business Support	0.304	0.274	(0.030)	(0.031)	Minor variances.	Continue to monitor and review.
ICT	4.989	5.032	0.043	0.043	Minor variances.	Continue to monitor and review.
<b>Total Governance</b>	<b>8.407</b>	<b>8.453</b>	<b>0.046</b>	<b>0.036</b>		
<b>Organisational Change 1</b>						
Public Libraries & Arts, Culture & Events	1.656	1.640	(0.016)	(0.013)	Minor variances.	Continue to monitor and review.
Museums	0.064	0.064	0.000	0.000	Minor variances.	Continue to monitor and review.
County Archives	0.281	0.279	(0.002)	(0.001)	Minor variances.	Continue to monitor and review.
Leisure	3.946	3.982	0.036	0.020	Minor variances.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	0.000	Minor variances.	Continue to monitor and review.
<b>Total Organisational Change 1</b>	<b>5.972</b>	<b>5.989</b>	<b>0.018</b>	<b>0.007</b>		
<b>Organisational Change 2</b>						
Property Asset And Development	0.590	0.314	(0.276)	(0.280)	(£0.260m) in year salary savings as a result of the imminent staffing restructure. (£0.017m) Other minor variances.	Monitor and Review.
CPM & Design Services	0.703	0.638	(0.064)	(0.062)	(£0.064m) additional design fees secured above income target.	Monitor and Review.
Industrial Units	(1.047)	(0.811)	0.236	0.241	£0.236m shortfall in rental income is offset by salary savings this year.	Monitor and Review.
Catering	0.792	0.734	(0.058)	(0.045)	(£0.058m) above income target as a result of an increase in the uptake in school meals.	Monitor and Review.
Cleaning	0.006	(0.041)	(0.047)	(0.030)	(£0.046m) additional income as a result of new contracts secured.	Monitor and Review.
Minor Variances	1.527	1.550	0.022	0.020		
<b>Total Organisational Change 2</b>	<b>2.572</b>	<b>2.384</b>	<b>(0.188)</b>	<b>(0.176)</b>		
<b>Chief Executive</b>	<b>3.176</b>	<b>3.118</b>	<b>(0.058)</b>	<b>(0.057)</b>	The projected underspend is due to vacancy savings within the Corporate Communications team and underspends against some supplies and services budgets.	The projected underspend is expected to be in-year only.
<b>Central and Corporate Finance</b>	<b>21.837</b>	<b>22.440</b>	<b>0.603</b>	<b>0.484</b>	An in year projected underspend of (£0.111m) within the Central Loans and Investment Account. This is due to reduced level of borrowing and higher than projected income from investments, due to reserves being higher than forecast, and interest rates being lower than forecast. Additional Matrix rebate income of (£0.075m). Workforce efficiencies currently showing an underachievement of £0.278m. Additional income generating activities is projecting an underachievement of £0.300m, though work is continuing to identify other areas of opportunity. Additional in year pressure £0.143m due to non domestic rates liability on a commercial property. In year projected underspend on Audit Fees of (£0.088m). Windfall income, in year pressure £0.115m, current levels of income suggest that there will be an underachievement of windfall income in this financial year. Pension deficit recovery pressure of £0.100m, current projections suggest an under recovery of pension deficit costs due to a reduction in workforce numbers and an increase in individuals opting out of the pension fund. Following allocation to portfolios of centrally held inflation and workforce pressures, there is currently a (0.069m) projected underspend. Minor variances £0.010m.	Keep under review Keep under review Continue to identify further savings. In-year pressure only Keep under review as potential further efficiency Audit Fees reduced, additional identified efficiency. Windfall Income, keep under review. Keep under review and consider impact alongside actual review.
<b>Grand Total</b>	<b>251.984</b>	<b>253.537</b>	<b>1.553</b>	<b>1.421</b>		



Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2016/17 £(m)	2016/17 £(m)	2016/17 £(m)
<b>Central &amp; Corporate Finance</b>			
Reduction in provision for increase in pension contributions in 15/16 and 16/17.	1.360	1.360	0.000
Removal of Historical NSI Provision.	0.350	0.350	0.000
Welsh Independent Living Fund efficiency.	0.300	0.300	0.000
Additional Income Generating Activities.	0.500	0.200	(0.300)
Essential Car User Allowance.	0.500	0.500	0.000
Workforce Efficiency.	0.500	0.222	(0.278)
Reduced Contributions.	0.017	0.017	0.000
<b>Total Central &amp; Corporate Finance</b>	<b>3.527</b>	<b>2.949</b>	<b>(0.578)</b>
<b>People &amp; Resources</b>			
Finance - Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies. Phased roll out of new finance model.	0.135	0.093	(0.042)
Review of Human Resources & Organisational Design operating model and job roles and various other efficiencies.	0.115	0.115	0.000
<b>Total People &amp; Resources</b>	<b>0.250</b>	<b>0.208</b>	<b>(0.042)</b>
<b>Governance</b>			
Legal - Increase income.	0.015	0.015	0.000
ICT - Reduction in management, staff and non pay costs.	0.300	0.300	0.000
Education ICT.	0.220	0.220	0.000
<b>Total Governance</b>	<b>0.535</b>	<b>0.535</b>	<b>0.000</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>Social Services</b>			
Rationalise the number of sites where In-House short term care is	0.140	0.140	0.000
Consult on the potential to commission provision currently provided by In House Supported Living houses.	0.065	0.065	0.000
Develop a 'progression' model for Supported Living.	0.250	0.250	0.000
Develop alternative approaches to in house day services and work opportunity schemes.	0.200	0.200	0.000
Service redesign in children's services.	0.032	0.032	0.000
Review commissioning with Action for Children.	0.035	0.035	0.000
Managing the Childcare market.	0.016	0.016	0.000
Align expenditure to critical statutory provision in Children's Services.	0.100	0.100	0.000
<b>Total Social Services</b>	<b>0.838</b>	<b>0.838</b>	<b>0.000</b>
<b>Education &amp; Youth</b>			
School Modernisation.	0.187	0.123	(0.064)
Primary & Early Years Education - Maximising Deployment of Early Entitlement Foundation Phase Grant (including new model for provision of 10% teacher time in funded early years settings).	0.017	0.017	0.000
Further remodelling of Music Service to move to "full cost recovery".	0.030	0.030	0.000
Reduction in administrative IT support.	0.040	0.040	0.000
Additional Learning Needs.	0.020	0.020	0.000
English as an additional language/Gypsy Traveller Support - Current vacancy removal of post and remodelling of service delivery.	0.045	0.045	0.000
Speech & Language Service - Reduction in Service provision.	0.007	0.007	0.000
Educational Psychology Service - Current vacancy removal of post.	0.070	0.070	0.000
Inclusion Welfare Service - current vacancies - reduction in full time equivalent posts to 8.5 officers.	0.040	0.040	0.000
Looked After Children Support.	0.030	0.030	0.000
Youth Services - Youth Justice Service Staffing Reduction	0.025	0.025	0.000
Youth Services - reduction in caretaking.	0.035	0.035	0.000
Youth Service Planned Management Reductions & Vacancy SMIT reduction in staffing.	0.037	0.037	0.000
Education & Youth Portfolio Service Review Reduction in Management Structure.	0.047	0.047	0.000
<b>Total Education &amp; Youth</b>	<b>0.710</b>	<b>0.646</b>	<b>(0.064)</b>

<b>Organisational Change 1</b>			
Deeside Library Relocations.	0.030	0.030	0.000
Community Asset Transfers.	0.544	0.544	0.000
Clwyd Theatr Cymru - Proposal to reduce shows and increase	0.150	0.150	0.000
<b>Total Organisational Change 1</b>	<b>0.724</b>	<b>0.724</b>	<b>0.000</b>
<b>Organisational Change 2</b>			
Catering - Work process changes and office efficiency.	0.005	0.005	0.000
Catering - Staff structural change .	0.019	0.019	0.000
Catering - Stock management and control.	0.077	0.077	0.000
Catering - Increase meal numbers (income).	0.080	0.080	0.000
Catering - Debt recovery (income).	0.010	0.010	0.000
Increased Growth.	0.003	0.003	0.000
Different model of delivery (mobile).	0.004	0.004	0.000
Security/Caretaking - Staff reductions.	0.056	0.056	0.000
Security/Caretaking - Lock Down and Shift Pattern modifications.	0.020	0.020	0.000
CCTV - Staff reductions.	0.040	0.020	(0.020)
CCTV - Income increases.	0.010	0.010	0.000
Other - Campus Management.	0.030	0.015	(0.015)
Other - Maintenance.	0.005	0.015	0.010
Valuations & Estates - Lease renewals.	0.023	0.023	0.000
Office management.	0.002	0.002	0.000
Estate management cost recovery (dilapidations etc).	0.005	0.005	0.000
Property Maintenance & Design - Reduce maintenance budget.	0.150	0.150	0.000
Property Maintenance & Design - Office running costs.	0.004	0.004	0.000
Property Maintenance & Design - Office management.	0.005	0.005	0.000
<b>Total Organisational Change 2</b>	<b>0.548</b>	<b>0.523</b>	<b>(0.025)</b>
<b>Community &amp; Enterprise</b>			
Close the personal answering service for main switchboard telephone	0.065	0.065	0.000
Review of Fees and Charges for Registration Service.	0.010	0.010	0.000
Telephone Contact Centre savings.	0.100	0.025	(0.075)
Customer Services Team Restructure.	0.014	0.014	0.000
Review of Flintshire Connects budgets.	0.040	0.040	0.000
Energy Efficiency Framework.	0.050	0.050	0.000
Housing Regen and Strategy further Capitalisation.	0.030	0.030	0.000
SHARP Framework.	0.020	0.020	0.000
Welfare Rights Team Review.	0.048	0.048	0.000
Community Support Services - Management Restructure.	0.012	0.012	0.000
Community Centres.	0.048	0.048	0.000
Community Based Accommodation Support Service.	0.062	0.062	0.000
Increased use of leased properties to reduce B&B expenditure.	0.060	0.060	0.000
Response Service for Older People.	0.020	0.020	0.000
Bed & Breakfast Charging.	0.005	0.005	0.000
Supporting People restructure.	0.015	0.015	0.000
Galw Gofal Contract Fees.	0.030	0.015	(0.015)
e-billing / administration / budget costs.	0.039	0.039	0.000
Staff restructure to match staff costs to Department of Works and Pensions grant for benefits.	0.100	0.100	0.000
In-house bailiff service.	0.060	0.060	0.000
Fraud expenditure budget reduction.	0.045	0.045	0.000
Council Tax Reduction Scheme.	0.329	0.587	0.258
Supplies and Services reduction.	0.003	0.003	0.000
Business Development Restructure.	0.020	0.020	0.000
Reduction in Training Admin.	0.010	0.010	0.000
Reduction in scale of service.	0.045	0.045	0.000
Reduce community environmental projects.	0.009	0.009	0.000
Earned Income recharge of management costs to Regeneration Projects.	0.012	0.012	0.000
Senior Management Restructure.	0.055	0.055	0.000
20% Recharge of Wardens Service to HRA.	0.153	0.153	0.000
<b>Total Community &amp; Enterprise</b>	<b>1.509</b>	<b>1.677</b>	<b>0.168</b>

**Streetscene & Transportation**

Introduce an integrated transport unit.	0.200	0.200	0.000
Shared Specialist Plant with neighbouring authority.	0.050	0.000	(0.050)
Staffing Structure following Organisation Design review.	0.150	0.150	0.000
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	0.250	0.000
Introduce 7 day working and no Christmas collection catch up.	0.050	0.050	0.000
Diagnostic proposals waste.	0.050	0.050	0.000
Suspend garden waste collections November to February.	0.025	0.025	0.000
Remove the existing policy of returning for missed bin waste collections.	0.075	0.035	(0.040)
Review of Bulky Waste Collection.	0.025	0.025	0.000
Construction of a waste handling and biomass production facility at Greenfield.	0.100	0.080	(0.020)
Car Parking Charges.	0.200	0.165	(0.035)
Replace Demand Responsive Transport with non-subsidised service.	0.075	0.075	0.000
Cancel Real Time Info System	0.005	0.005	0.000
Charge maintenance of Bus Shelters to Community & Town Councils.	0.020	0.000	(0.020)
Review subsidised bus routes.	0.250	0.250	0.000
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)
Externalise grass cutting service.	0.025	0.025	0.000
7 day operations across all service areas.	0.025	0.025	0.000
Extend night working.	0.025	0.025	0.000
Reduced Street Lighting Resource	0.013	0.013	0.000
Remove second grass cut for highways verges	0.020	0.020	0.000
Final phase of public convenience review.	0.020	0.020	0.000
Pass Maintenance Liability and Cleanliness of Cemeteries to Town & Community Councils.	0.050	0.000	(0.050)
Diagnostic proposals Streetscene.	0.050	0.050	0.000
Probation Service to take on Litter Collections in some areas.	0.100	0.050	(0.050)
Part night lighting in all residential areas.	0.030	0.030	0.000
<b>Total Streetscene &amp; Transportation</b>	<b>2.158</b>	<b>1.763</b>	<b>(0.395)</b>

**Planning & Environment**

Staffing - management restructure.	0.105	0.105	0.000
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)
Various Planning Efficiencies.	0.101	0.101	0.000
Reduce cost of newspaper advertising.	0.010	0.010	0.000
Savings from Development Management process improvements.	0.020	0.020	0.000
<b>Total Planning &amp; Environment</b>	<b>0.413</b>	<b>0.344</b>	<b>(0.069)</b>

<b>Total 2015/16 Budget Efficiencies</b>	<b>100</b>	<b>£</b>
<b>Met from Contingency Reserve</b>		<b>11.282</b>
<b>Revised Efficiency Target</b>	<b>100</b>	<b>10.521</b>
<b>Total Projected 2015/16 Budget Efficiencies Underachieved</b>	<b>9</b>	<b>0.985</b>
<b>Total Projected 2015/16 Budget Efficiencies Achieved</b>	<b>91</b>	<b>9.536</b>





**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)	
<b>Total Reserves above base level available for delegation to Cabinet</b>		<b>4.375</b>
Less - allocation from contingency reserve to meet historic child claims		(0.133)
Less - allocation from contingency reserve to meet costs of summer play schemes		(0.076)
Less - allocation from contingency reserve to meet shortfall in the essential car user allowance efficiency		(0.211)
Less - allocation from contingency reserve to meet shortfall in the community asset transfers efficiency		(0.200)
Less - allocation from contingency reserve to meet shortfall in the rationalisation of household recycling centres efficiency		(0.250)
Less - allocation from contingency reserve to meet shortfall in the Flint car park income efficiency		(0.100)
Less - allocation from contingency reserve to meet shortfall in the County Hall car park income efficiency		(0.100)
Less - allocation from contingency reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Less projected overspend as at Month 6		(1.553)
<b>Total projected Contingency Reserve as at 31<sup>st</sup> March 2017</b>		<b>1.652</b>



Budget Monitoring Report  
Housing Revenue Account Variances

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account</b>						
Income	(31,899)	(31,879)	0.020	0.025		
Capital Financing - Loan Charges	7,285	7,124	(0.161)	(0.161)	The projected underspend of £0.161m relates to a reduction in the anticipated borrowing costs apportioned to the HRA. This is due to the reduction in our total borrowing requirement and the reduction in interest rates following the BREXIT referendum.	
Estate Management	1,633	1,599	(0.034)	(0.058)		
Landlord Service Costs	1,207	1,202	(0.005)	(0.010)		
Repairs & Maintenance	9,546	9,681	0.135	0.172	The reduced borrowing costs have allowed for £0.172m of additional resource to be allocated to Void properties. This will support the significant work being undertaken in empty properties contributing to the achievement of the Welsh Housing Quality Standards.	
Management & Support Services	2,232	2,314	0.082	0.028	The projected revenue expenditure for fleet recharges has been reduced by £0.042m as we have identified that expenditure relating to the team working on disabled adaptations can be capitalised. The remaining £0.005m relates to minor variances. £0.023m relates to the estimated pressure on Support Services Charges. £0.032m relates to site investigation fees relating to the SHARP project which are in addition to the original budget. If schemes are approved, these costs can be capitalised and will not impact on revenue. The remaining £0.027m relates to minor variances.	
Capital Expenditure From Revenue (CERA)	10,077	10,077	0.000	0.000		
Contribution To / (From) Reserves	(0,080)	(0,118)	(0,037)	0.003		
<b>Total Housing Revenue Account</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>		





## CABINET MEETING

<b>Date of Meeting</b>	Tuesday 15 <sup>th</sup> November 2016
<b>Report Subject</b>	Capital Programme Monitoring 2016/17 (Month 6)
<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 Month 4 to the end of Month 6 (September 2016), along with expenditure to date and projected outturn.

The Capital Programme has increased by £1.420m in the period, due to:-

- Introduction of Section 106 funding for Play Area Equipment (£0.110m);
- Vibrant & Viable Places (VVP) grant funding Welsh Government (WG) (£0.339m);
- WG funding for Private Sector Renewal (£0.748m);
- Other Aggregate Increases (£0.331m).

Offset by:-

- Rollover to 2017/18 (£0.067m) approved in Month 4
- Other Aggregate Decreases (£0.041m).

Actual spend to Month 6 is £30.170m.

The projected outturn is £60.637m, an overspend of £0.086m.

Resources available for funding future capital expenditure currently c£3.613m.

## RECOMMENDATIONS

(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the rollover adjustments set out at 1.13.
(3)	Cabinet are requested to approve the allocation of Headroom Funding to the Road Safety Scheme and the upgrading of Council Chamber microphone system as set out at 1.14.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION FOR MONTH 6 - 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:-																																																																																																																			
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1.04	<p><b>Rollover from 2015/16</b></p> <p>Rollover sums from 2015/16 to 2016/17, totalling £6.192m (CF £4.692m, HRA £1.500m), were approved by Cabinet.</p>																																																												
1.05	<p><b>Changes during this period</b></p> <p>Changes during this period have resulted in a net increase in the programme total of £1.487m (CF £1.404m, HRA £0.083m). A summary of the changes, showing major items, is in Table 2 below:-</p> <p><b>Table 2</b></p> <table border="1" data-bbox="368 600 1337 1581"> <thead> <tr> <th colspan="2" data-bbox="368 600 1182 685"><b>CHANGES DURING THIS PERIOD</b></th> <th data-bbox="1182 685 1337 734"><b>£m</b></th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="368 734 1182 770"><b><u>COUNCIL FUND</u></b></td> <td></td> </tr> <tr> <td colspan="2" data-bbox="368 770 1182 806"><b>Increases</b></td> <td></td> </tr> <tr> <td data-bbox="368 806 1182 842">Private Sector Renewal / Improvement</td> <td></td> <td data-bbox="1182 806 1337 842">0.748</td> </tr> <tr> <td data-bbox="368 842 1182 878">Vibrant &amp; Viable Places Deeside</td> <td></td> <td data-bbox="1182 842 1337 878">0.339</td> </tr> <tr> <td data-bbox="368 878 1182 913">Playareas</td> <td></td> <td data-bbox="1182 878 1337 913">0.110</td> </tr> <tr> <td data-bbox="368 913 1182 949">Other Aggregate Increases</td> <td></td> <td data-bbox="1182 913 1337 949">0.248</td> </tr> <tr> <td></td> <td></td> <td data-bbox="1182 949 1337 985">1.445</td> </tr> <tr> <td colspan="2" data-bbox="368 985 1182 1021"><b>Decreases</b></td> <td></td> </tr> <tr> <td data-bbox="368 1021 1182 1057">Other Aggregate Decreases</td> <td></td> <td data-bbox="1182 1021 1337 1057">(0.041)</td> </tr> <tr> <td></td> <td></td> <td data-bbox="1182 1057 1337 1093">(0.041)</td> </tr> <tr> <td colspan="2" data-bbox="368 1093 1182 1128"><b>Total</b></td> <td data-bbox="1182 1093 1337 1128"><b>1.404</b></td> </tr> <tr> <td colspan="2" data-bbox="368 1128 1182 1164"><b><u>HRA</u></b></td> <td></td> </tr> <tr> <td colspan="2" data-bbox="368 1164 1182 1200"><b>Increases</b></td> <td></td> </tr> <tr> <td data-bbox="368 1200 1182 1236">Other Aggregate Increases</td> <td></td> <td data-bbox="1182 1200 1337 1236">0.083</td> </tr> <tr> <td></td> <td></td> <td data-bbox="1182 1236 1337 1272">0.083</td> </tr> <tr> <td colspan="2" data-bbox="368 1272 1182 1308"><b>Decreases</b></td> <td></td> </tr> <tr> <td data-bbox="368 1308 1182 1344">Other Aggregate Decreases</td> <td></td> <td data-bbox="1182 1308 1337 1344">0.000</td> </tr> <tr> <td></td> <td></td> <td data-bbox="1182 1344 1337 1379">0.000</td> </tr> <tr> <td colspan="2" data-bbox="368 1379 1182 1415"><b>Total</b></td> <td data-bbox="1182 1379 1337 1415"><b>0.083</b></td> </tr> </tbody> </table>	<b>CHANGES DURING THIS PERIOD</b>		<b>£m</b>	<b><u>COUNCIL FUND</u></b>			<b>Increases</b>			Private Sector Renewal / Improvement		0.748	Vibrant & Viable Places Deeside		0.339	Playareas		0.110	Other Aggregate Increases		0.248			1.445	<b>Decreases</b>			Other Aggregate Decreases		(0.041)			(0.041)	<b>Total</b>		<b>1.404</b>	<b><u>HRA</u></b>			<b>Increases</b>			Other Aggregate Increases		0.083			0.083	<b>Decreases</b>			Other Aggregate Decreases		0.000			0.000	<b>Total</b>		<b>0.083</b>
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1.06	The Council is drawing down WG capital funding towards the Deeside Vibrant and Viable Places project to align with projected expenditure.																																																												
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1.08	The introduction of grant funding amounts have now been confirmed by WG for Private Sector Housing Renewal (£0.748m).																																																												

## Capital Expenditure compared to Budget

1.09 Actual expenditure as at Month 6 (end of September 2016) across the whole of the capital programme is £30.170m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 49.83% of the budget has been spent (CF 56.41%, HRA 42.95%). Corresponding figures for Month 6 2015/16 were 28.13% (CF 30.67%, HRA 22.77%).

1.10 The table also shows the current projected outturn of £60.637m. This indicates a projected overspend (pending adjustments) of £0.086m on the Council Fund and a breakeven position on the HRA.

**Table 3**

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 6	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	0.348	0	0	0.348	0
Governance	0.839	0.322	38.38	0.839	0
Education & Youth	14.943	10.683	71.49	14.939	(0.004)
Social Care	0	0	0	0	0
Community & Enterprise	5.485	3.406	62.10	5.485	0
Planning & Environment	1.405	0.195	13.88	1.405	0
Transport & Streetscene	5.602	2.153	38.43	5.602	0
Organisational Change 1	0.136	0.149	109.56	0.226	0.090
Organisational Change 2	2.182	0.549	25.16	2.182	0
<b>Council Fund Total</b>	<b>30.940</b>	<b>17.453</b>	<b>56.41</b>	<b>31.026</b>	<b>0.086</b>
Disabled Adaptations	1.030	0.504	48.93	1.030	0
Energy Schemes	1.133	0.960	84.73	1.133	0
Major Works	1.650	1.153	69.88	1.650	0
Accelerated Programmes	0.700	0.446	63.71	0.700	0
WHQS Improvements	18.240	7.142	39.16	18.240	0
SHARP Programme	6.858	2.512	36.63	6.858	0
<b>Housing Revenue Account Total</b>	<b>29.611</b>	<b>12.717</b>	<b>42.95</b>	<b>29.611</b>	<b>0.000</b>
<b>Programme Total</b>	<b>60.551</b>	<b>30.170</b>	<b>49.83</b>	<b>60.637</b>	<b>0.086</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.



1.12	<p><b>Rollover into 2017/18</b></p> <p>As at Month 6 EIR of £0.004m (CF £0.004m) 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.</p>																								
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="336 566 1369 987"> <thead> <tr> <th><b>ROLLOVER INTO 2017/18</b></th> <th><b>Month 4 £m</b></th> <th><b>Month 6 £m</b></th> <th><b>Total £m</b></th> </tr> </thead> <tbody> <tr> <td>Education &amp; Youth</td> <td>0.012</td> <td>0.004</td> <td>0.016</td> </tr> <tr> <td>Transport &amp; Streetscene</td> <td>0.055</td> <td>0</td> <td>0.055</td> </tr> <tr> <td><b>Council Fund</b></td> <td><b>0.067</b></td> <td><b>0.004</b></td> <td><b>0.071</b></td> </tr> <tr> <td><b>Housing Revenue Account</b></td> <td><b>0.000</b></td> <td><b>0</b></td> <td><b>0.000</b></td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>0.067</b></td> <td><b>0.004</b></td> <td><b>0.071</b></td> </tr> </tbody> </table>	<b>ROLLOVER INTO 2017/18</b>	<b>Month 4 £m</b>	<b>Month 6 £m</b>	<b>Total £m</b>	Education & Youth	0.012	0.004	0.016	Transport & Streetscene	0.055	0	0.055	<b>Council Fund</b>	<b>0.067</b>	<b>0.004</b>	<b>0.071</b>	<b>Housing Revenue Account</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>	<b>TOTAL</b>	<b>0.067</b>	<b>0.004</b>	<b>0.071</b>
<b>ROLLOVER INTO 2017/18</b>	<b>Month 4 £m</b>	<b>Month 6 £m</b>	<b>Total £m</b>																						
Education & Youth	0.012	0.004	0.016																						
Transport & Streetscene	0.055	0	0.055																						
<b>Council Fund</b>	<b>0.067</b>	<b>0.004</b>	<b>0.071</b>																						
<b>Housing Revenue Account</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>																						
<b>TOTAL</b>	<b>0.067</b>	<b>0.004</b>	<b>0.071</b>																						
1.14	<p><b>Additional Allocations</b></p> <p>As at Month 6 two requests for resources have been received which, if approved, can be funded from the existing headroom. These are as follows:-</p> <ul style="list-style-type: none"> <li>• A priority road safety scheme involving the installation of an Average Speed Camera System along the A548 Sealand Road (£0.130m)</li> <li>• Upgrading of the Council Chamber microphone system, including portable units for the Delyn and Clwyd Committee Rooms to support the Council's move to the webcasting of all meetings (£0.065m).</li> </ul> <p>It is recommended that Cabinet approve these allocations.</p>																								
1.15	<p><b>Savings</b></p> <p>As at Month 6 no savings have been identified in the programme.</p>																								

## Financing

1.16 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	23.223	30.061
Housing Revenue Account	5.000	25.490	30.490
<b>Total Financing Resources</b>	<b>11.838</b>	<b>48.713</b>	<b>60.551</b>

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

1.17 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 1.18 to 1.19 below).

## Funding of 2016/17 Approved Schemes

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

**Table 6**

FUNDING OF APPROVED SCHEMES	£m	£m
	<b>Surplus from 2015/16</b>	
<b>Increases</b>		
Previously Approved	0.955	
		0.955
<b>Decreases</b>		
Actual In year receipts	(1.189)	
Unallocated Funding	(0.245)	(1.434)
<b>Funding Available</b>		<b>(3.613)</b>

1.19 The final outturn surplus from 2015/16 was £3.134m (£3.168m as per Outturn report to Cabinet 19 July, 2016).

	<p>Actual receipts to Month 6 amount to £1.189m and capital funding unallocated remains at £0.245m.</p> <p>Taken as a whole this indicates that c£3.613m is available to fund unallocated capital schemes.</p>
1.20	<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 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: Capital Expenditure charged to Revenue Account.</b> 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, contractually committed expenditure.</p>

**CAPITAL PROGRAMME - CHANGES DURING 2016/17**

	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>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	(0.045)	0.205
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>(0.045)</b>	<b>0.348</b>
<b>Governance</b>							
Information Technology	0	0.249	0.590	0	0	0	0.839
	<b>0.000</b>	<b>0.249</b>	<b>0.590</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.839</b>
<b>Education &amp; Youth</b>							
Education - General	0.350	0.001	(0.250)	0	0	0	0.101
Primary Schools	0.740	0.257	(0.022)	(0.012)	0	0.055	1.018
Schools Modernisation	12.637	0.116	0.006	0	0	0.003	12.762
Secondary Schools	0.160	0.082	0.022	0	0	(0.031)	0.233
Special Education	0	0.558	0.244	0	0	0	0.802
Minor Works, Furn & Equip	0	0.030	0	0	0	(0.003)	0.027
	<b>13.887</b>	<b>1.044</b>	<b>0.000</b>	<b>(0.012)</b>	<b>0.000</b>	<b>0.024</b>	<b>14.943</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	0.064	0	0	0.049	0.113
Town Centre Regeneration	0.100	0.280	0.018	0	0	0	0.398
Vibrant & Viable Places	1.600	0	0	0	0	0.339	1.939
Private Sector Renewal/Improv	1.981	0.354	(0.048)	0	0	0.748	3.035
	<b>3.681</b>	<b>0.634</b>	<b>0.034</b>	<b>0.000</b>	<b>0.000</b>	<b>1.136</b>	<b>5.485</b>
<b>Planning &amp; Environment</b>							
Closed Landfill Sites	0	0	0.250	0	0	0	0.250
Engineering	0	0.678	0	0	0	0	0.678
Energy Services	0.100	0.002	0	0	0	0.094	0.196
Rights of Way	0	0	0	0	0	0.022	0.022
Ranger Services	0	0.050	0	0	0	(0.041)	0.009
Townscape Heritage Initiatives	0.075	0.175	0	0	0	0	0.250
	<b>0.175</b>	<b>0.905</b>	<b>0.250</b>	<b>0.000</b>	<b>0.000</b>	<b>0.075</b>	<b>1.405</b>

## CAPITAL PROGRAMME - CHANGES DURING 2016/17

	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	0.100	0	0	0	0.100
Waste - CCP Grant	0	0.182	1.886	0	0	0	2.068
Engineering	0	0.012	0.005	0	0	0	0.017
Highways	0.600	0.301	0	0	0	0	0.901
Local Transport Grant	0	0.243	0.833	0	0	0.045	1.121
Solar Farms	1.450	0	0	(0.055)	0	0	1.395
	<b>2.050</b>	<b>0.738</b>	<b>2.824</b>	<b>(0.055)</b>	<b>0.000</b>	<b>0.045</b>	<b>5.602</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	0.110	0.110
	<b>0.000</b>	<b>0.026</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.110</b>	<b>0.136</b>
<b>Organisational Change 2</b>							
Administrative Buildings	0.600	0.453	0.070	0	0	0.059	1.182
Community Asset Transfers	0.500	0.500	0	0	0	0	1.000
	<b>1.100</b>	<b>0.953</b>	<b>0.070</b>	<b>0.000</b>	<b>0.000</b>	<b>0.059</b>	<b>2.182</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	0.333	1.133
Major Works	1.650	0	0	0	0	0	1.650
Accelerated Programmes	0.450	0	0	0	0	0.250	0.700
WHQS Improvements	17.240	1.500	0	0	0	(0.500)	18.240
SHARP Programme	4.763	0	2.095	0	0	0	6.858
	<b>25.933</b>	<b>1.500</b>	<b>2.095</b>	<b>0.000</b>	<b>0.000</b>	<b>0.083</b>	<b>29.611</b>

**Totals :**

<b>Council Fund</b>	21.143	4.692	3.768	(0)	0	1.404	30.940
<b>Housing Revenue Account</b>	25.933	1.500	2.095	0	0	0.083	29.611
<b>Grand Total</b>	<b>47.076</b>	<b>6.192</b>	<b>5.863</b>	<b>(0.067)</b>	<b>0.000</b>	<b>1.487</b>	<b>60.551</b>

## CHIEF EXECUTIVES

## Capital Budget Monitoring 2016/17 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Clwyd Theatr Cymru	0	(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 &amp; RESOURCES

## Capital Budget Monitoring 2016/17 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Corporate Finance - Health & Safety	0.143	0	0.143	0	0	0			Corporate provision - to be allocated as requested and approved
Headroom	0.205	0	0.205	0	0	0			Corporate provision - to be allocated as requested and approved
<b>Total</b>	<b>0.348</b>	<b>0.000</b>	<b>0.348</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn
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## GOVERNANCE

## Capital Budget Monitoring 2016/17 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	0.839	0.322	0.839	0	0	0			
<b>Total</b>	<b>0.839</b>	<b>0.322</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 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	0.101	0.005	0.101	0	0	0			
Primary Schools	1.018	0.513	1.014	(0.004)	(0)	0	Early Identified Rollover - Retention money	Request approval to move funding of £0.004m into 2017/18	
Schools Modernisation	12.762	9.647	12.762	0	0	0			
Community Youth Clubs	0	0.000	0	0		0			
Secondary Schools	0.233	0.104	0.233	0	0	0			
Special Education	0.802	0.414	0.802	0	0	0			
Minor Works, Furn & Equip	0.027	0.000	0.027	0	0	0			
<b>Total</b>	<b>14.943</b>	<b>10.683</b>	<b>14.939</b>	<b>(0.004)</b>	<b>(0)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2016/17 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Partnerships & Performance	0	0	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 &amp; ENTERPRISE

## Capital Budget Monitoring 2016/17 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Community Coastal Fund	0.113	0.113	0.113	0	0	0			Scheme is for £0.200m over 2yrs. Fully funded by Lottery Grant
Town Centre Regeneration	0.398	0.081	0.398	0	0	0			Full spend anticipated
Vibrant & Viable Places	1.939	0.980	1.939	0	0	0			Full spend anticipated. £1.539m WG grant with an additional loan of £0.400m
Private Sector Renewal/Improvement	3.035	2.232	3.035	0	0	0			
<b>Total</b>	<b>5.485</b>	<b>3.406</b>	<b>5.485</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 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0	0.250	0	0	0	Assessment on site is on-going, the outcome will determine the extent of remedial works required.		Assessment on site is on-going, the outcome will determine the extent of remedial works required. Possible EIR into 2017/18 pending outcome of assessment
Engineering	0.678	(0.008)	0.678	0	0	0			Land drainage schemes currently in design stage with costs estimating to realise in the second half of the financial year.
Energy Services	0.196	0.119	0.196	0	0	0			
Rights of Way	0.022	0.022	0.022	0.000	0	0			
Ranger Services	0.009	0.009	0.009	0.000	0	0			
Townscape Heritage Initiatives	0.250	0.053	0.250	0	0	0			Number of projects currently underway at various stages. This is a crucial year for the scheme as a whole where the majority of HLF funding will be drawn down
<b>Total</b>	<b>1.405</b>	<b>0.195</b>	<b>1.405</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2016/17 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services - Collaborative Change Programme (CCP)	2.068	0.414	2.068	0	0	0			
Waste Services - Other	0.100	(0.007)	0.100	0	0	0			Credit in anticipation of expenditure incurred in 2016/17 accounted for within 2015/16
Engineering	0.017	(0.001)	0.017	0	0	0			Credit in anticipation of expenditure incurred in 2016/17 accounted for within 2015/16
Highways	0.901	0.409	0.901	0	0	0			
Local Transport Grant	1.121	0.671	1.121	0	0	0			
Solar Farms	1.395	0.667	1.395	0	0				
<b>Total</b>	<b>5.602</b>	<b>2.153</b>	<b>5.602</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## ORGANISATIONAL CHANGE 1

## Capital Budget Monitoring 2016/17 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	0.025	0.022	0.025	0	0	0			
Recreation - Other	0.001		0.001	0	0	0			
Play Areas	0.110	0.127	0.200	0.090	82	0		Further funding to be introduced to match expenditure	All expenditure is funded from Section 106 contributions and FCC match funding drawn down at year end
<b>Total</b>	<b>0.136</b>	<b>0.149</b>	<b>0.226</b>	<b>0.090</b>	<b>66</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## ORGANISATIONAL CHANGE 2

## Capital Budget Monitoring 2016/17 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	1.182	0.524	1.182	0	0	0		Careful monitoring required.	Full spend anticipated
Community Asset Transfers	1.000	0.025	1.000	0	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>2.182</b>	<b>0.549</b>	<b>2.182</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 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Disabled Adaptations	1.030	0.504	1.030	0	0	0			
Energy Services	1.133	0.960	1.133	0	0	0			
Major Works	1.650	1.153	1.650	0	0	0			
Accelerated Programmes	0.700	0.446	0.700	0	0	0			
WHQS Improvements	18.240	7.142	18.240	0	0				Site issues resulting in reduced openings on kitchen / bathroom projects over the summer.
SHARP	6.858	2.512	6.858	0	0	0		Full spend anticipated . Careful monitoring required	
<b>Total</b>	<b>29.611</b>	<b>12.717</b>	<b>29.611</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn



SUMMARY

Capital Budget Monitoring 2016/17 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Chief Executive's	0.000	(0.004)	0.000	0		0			
People & Resources	0.348	0	0.348	0	0	0			
Governance	0.839	0.322	0.839	0	0	0			
Education & Youth	14.943	10.683	14.939	(0.004)	(0)	0			
Social Care	0.000	0	0.000	0		0			
Community & Enterprise	5.485	3.406	5.485	0.000	0	0			
Planning & Environment	1.405	0.195	1.405	0.000	0	0			
Transport & Streetscene	5.602	2.153	5.602	0	0	0			
Organisational Change 1	0.136	0.149	0.136	0	0	0			
Organisational Change 2	2.182	0.549	2.182	0	0	0			
<b>Sub Total - Council Fund</b>	<b>30.940</b>	<b>17.453</b>	<b>30.936</b>	<b>(0.004)</b>	<b>(0)</b>	<b>0.000</b>			
Housing Revenue Account	29.611	12.717	29.611	0	0	0			
<b>Total</b>	<b>60.551</b>	<b>30.170</b>	<b>60.547</b>	<b>(0.004)</b>	<b>(0)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 10 November, 2016
<b>Report Subject</b>	Forward Work Programme
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

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

### RECOMMENDATION

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

## REPORT DETAILS

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

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

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

DATE		O&S Focus	REPORT FROM
Wednesday, 30 <sup>th</sup> November 2016 10.00	All Member meeting to be held in the Council chamber, to receive a progress report on the budget process.	Consultation	
Thursday, 8 <sup>th</sup> December 2016 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
	Quarter 2/Mid- year Improvement Plan Monitoring 2016/17	Assurance and comment	Robert Robins
	People strategy	Assurance and comment	Sharon Carney
	Revenue Budget monitoring 2016/17 mention	Monitoring	Sara Dulson
	Welsh language standards	Information	Fiona Mocko
	Forward work Programme	Approval and development	Robert Robins
<i>Friday, 16<sup>th</sup> December 2016 10.00 Budget meeting</i>	<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

Monday, 19 <sup>th</sup> December 2016 14.00	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. 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> January 2017 10.00	Revenue Budget monitoring 2016/17  Forward work Programme	Monitoring  Approval and development	Sara Dulson  Robert Robins
Friday 20 <sup>th</sup> January 2017 10.00 budget Meeting	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.		
Friday, 27 <sup>th</sup> January 2017 10.00	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. This is a budget process 'mop up' meeting and capital programme <b>(All Members will be invited to this meeting)</b>		
Thursday, 9 <sup>th</sup> February 2017 10.00	Revenue Budget monitoring 2016/17  Forward work Programme	Monitoring  Approval and development	Sara Dulson  Robert Robins



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

Thursday, 9 <sup>th</sup> March 2017 10.00	Quarter 3 Improvement plan Monitoring	Comment and assurance	Robert Robins
	Revenue Budget monitoring 2016/17	Monitoring	Sara Dulson
	Forward work Programme	Approval and development	Robert Robins

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