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Contact Officer:
Nicola Gittins 01352 702345
nicola.gittins@flintshire.gov.uk

To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell, Helen Brown, Derek Butler,
Christine Jones, Kevin Jones and Billy Mullin

14 September 2016

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 20th September, 2016 in the Clwyd 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

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 5 - 20)

Purpose: To confirm as a correct record the minutes of the last meeting.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 COUNCIL FUND REVENUE BUDGET 2017/18 STAGE ONE (Pages 21 - 46)

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

Purpose: To recommend Stage 1 of the Budget for 2017/18 based on the Portfolio Business Plans as approved.

5 **A GROWTH VISION AND STRATEGY FOR THE ECONOMY OF NORTH WALES** (Pages 47 - 102)

Report of Chief Executive, Chief Officer (Community and Enterprise) - Cabinet Member for Economic Development, Leader of the Council and Cabinet Member for Finance

Purpose: To recommend for adoption 'A Growth Vision for the Economy of North Wales' as the basis for the development and negotiation of a Growth Bid for the region with the UK and Welsh Governments

6 **WELSH LANGUAGE ANNUAL REPORT** (Pages 103 - 122)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To agree the Welsh language annual monitoring report for the period 2015/16 prior to publication on the Council's website. The report is attached as an Appendix.

Note progress being made to implement the Welsh Language Standards and areas for improvement.

7 **THE FINAL STAGE OF THE REVIEW OF EXISTING SPEED LIMIT ORDERS ON THE COUNCIL'S HIGHWAY NETWORK AND PROPOSED PROCESS IMPROVEMENTS FOR ANY FUTURE CHANGES TO SPEED LIMIT ORDERS** (Pages 123 - 128)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Environment

Purpose: To request approval for the the next stages of the Speed Limit Review on the Council's highway network.

8 **CONTRACT PROCEDURE RULES** (Pages 129 - 190)

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

Purpose: To approve revised contract procurement rules and a new procurement strategy.

OPERATIONAL REPORTS

9 CAPITAL PROGRAMME MONITORING 2016/17 (MONTH 4) (Pages 191 - 212)

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

Purpose: Report provides a summary of changes made to the Capital Programme during the first 4 months of 2016/17 (up to the end of July 2016) along with estimated outturn for the year.

10 REVENUE BUDGET MONITORING 2016/17 (MONTH 4) (Pages 213 - 234)

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

Purpose: To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 4 and projected forward to year-end based on the most up to date information available

11 TREASURY MANAGEMENT ANNUAL REPORT 2015/16 (Pages 235 - 252)

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

Purpose: Presents the draft treasury management outturn report for 2015/16 for Cabinet's recommendation to Council

12 APPOINTMENT OF COUNCIL MEMBERS AS DIRECTORS, NEW HOMES (Pages 253 - 256)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Housing

Purpose: To update Members and seek approval for the appointment of 3 County Councillors as Directors of North East Wales Homes Limited

13 **BUSINESS RATES - WRITE OFF ABOVE £25,000** (Pages 257 - 260)

Report of Chief Officer (Community and Enterprise) - Cabinet Member for Corporate Management

Purpose: To approve a business rates write off in excess of £25,000 needing approval

14 **HIGHWAYS AND CAR PARK INSPECTION POLICY** (Pages 261 - 272)

Report of Chief Officer (Streetscene and Transportation) - Deputy Leader of the Council and Cabinet Member for Environment

Purpose: To review the Council's Policy on highway safety inspections, intervention criteria and response times.

15 **EXERCISE OF DELEGATED POWERS** (Pages 273 - 274)

Report of the Chief Executive enclosed.

Purpose: To provide details of actions taken under delegated powers.

FORWARD WORK PROGRAMME - COUNTY COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY - FOR INFORMATION

Yours faithfully



Peter Evans
Democracy & Governance Manager

CABINET
19th JULY 2016

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 19th July 2016

PRESENT: Councillor Bernie Attridge (Deputy Leader in the Chair)

Councillors: Chris Bithell, Helen Brown, Derek Butler, Christine Jones, Kevin Jones and Billy Mullin

APOLOGY:

Councillor Aaron Shotton

IN ATTENDANCE:

Chief Executive, Chief Officers (Organisational Change), Chief Officer (Planning and Environment), Corporate Finance Manager, Corporate Business and Communications Executive Officer, Deputy Monitoring Officer, Service Manager, Housing Programmes, Revenues Manager, Waste and Ancillary Services Manager and Team Manager - Committee Services

Paul Goodlad from Wales Audit Office (WAO) was in attendance for agenda item number 5, Annual Improvement Report of the Auditor General for Wales

OTHER MEMBERS IN ATTENDANCE:

Councillors: Ron Hampson and Dave Mackie

35. DECLARATIONS OF INTEREST

Councillors Chris Bithell and Helen Brown declared personal and prejudicial interests in agenda item number 8, Discretionary Rate Relief Policy and agenda item number 9, Hardship Rate Relief Policy.

36. MINUTES

The minutes of the meetings held on 14 June and 21 June 2016 had been circulated with the agenda.

RESOLVED:

That the minutes be approved as correct records.

37. ANNUAL PERFORMANCE REPORT 2015/16 PART 2

The Chief Executive introduced the Annual Performance Report 2015/16 Part 2 report which was the final monitoring update for 2015/16 of the Improvement Plan. This would inform the Annual Performance Report which would be presented to Cabinet and Council in September.

The Improvement Plan monitoring reports gave explanations of the progress being made towards the delivery of the impacts set out in the 2015/16 Improvement

Plan with narrative supported by measures and/or milestones which evidenced achievement. In addition, there was an assessment of the strategic risks and the level to which they were being controlled.

Individual sub-priority reports had been completed by the lead accountable officers and were brought together to provide the information in the report before Members. An overall assessment was provided in the report which was based on the detailed reports.

The Chief Executive commented on two activities which had been assessed as having a low (red) level of confidence in achieving the outcome which were:

1. Housing – deliver financial support to repair, improve and adapt private sector homes
2. Modern and Efficient: develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making

Full details of those service performance areas were provided in the report.

Year end (net) risk levels for the strategic risks identified in the Improvement Plan were:

- 3 (7%) of risks were rated as major (red)
- 30 (67%) of risks were rated as moderate (amber)
- 8 (18%) of risks were rated as minor (yellow)
- 4 (9%) of risks were rated as insignificant (green)

The Chief Executive provided details of the following three high (red) risks:

- Education and Youth: limited funding to address the backlog of known repair and maintenance works in Education and Youth assets: further reduced to meet new pressures on the Education and Youth budget. Continued programming and prioritisation of works was undertaken to minimise the impact.
- Modern and Efficient Council: capacity and capability of the organisation to implement necessary changes in relation to the Alternative Delivery Model Programme. This risk was now reducing as evidenced by the positive progress being made with three of the key Alternative Delivery models during early 2016/17.
- Modern and Efficient Council: scale of the financial challenge. The scale of the financial challenge still continued to be high risk. The quality and integrity of the Council's Medium Term Financial Strategy provided robust evidence for the future funding situation.

The report had been considered at Corporate Resources Overview and Scrutiny Committee the previous week and received positive feedback. Some comments had been received on the layout of the report which had been accepted. The Corporate Business and Communications Executive Officer explained that that format of the final Annual Performance Report published in October on the website would be in a user friendly layout which was welcomed.

On the risk Modern and Efficient Councillor Kevin Jones commented that the public were still unaware of the future financial position of the authority. Councillor

Attridge explained that public consultation events and engagement would be taking place during November on budget planning and risks.

RESOLVED:

- (a) That the actions taken to manage delivery of last year's Improvement Priority impacts be noted; and
- (b) That the following be noted:
- The levels of progress and confidence in the achievement of key activities which seeks to deliver the impacts of last year's Improvement Plan;
 - The levels of performance against last year's Improvement Plan measures; and
 - The current (net) risk levels identified in last year's Improvement Plan and the arrangements to control them.

38. ANNUAL IMPROVEMENT REPORT OF THE AUDITOR GENERAL FOR WALES

Councillor Billy Mullin welcomed Mr Paul Goodlad from the Wales Audit Office (WAO) to the meeting who was in attendance to present the WAO Annual Improvement Report of the Audit General for Wales.

Mr Goodlad commented that it was a very positive report with no new proposals for improvement. The Auditor General had reached that conclusion as outlined in the report based on:

Performance

- (a) *Despite increasing budget pressures the Council continues to make good progress against its priority areas and maintains compliance with the Local Government Measure 2009;*

Use of Resources

- (b) *The Council is strengthening its management of financial resources, but has made less consistent progress revising other resource management strategies; and*

Governance

- (c) *The Council has made good progress in addressing the governance-related proposals for improvement arising from our 2015 corporate assessment report.*

Members welcomed the recognition by WAO that the Council was continuing to make good progress in the current financial climate. Following a comment from Councillor Kevin Jones, Mr Goodlad explained that in previous years WAO expected continuous improvement from the Authority but as they recognised the climate in which the Council was operating, it was now on what could be achieved within the allocated budget and maintaining the status quo.

Councillor Butler queried the Proposal for Improvement P3 on revised strategies for People, ICT and Asset Management. Mr Goodlad explained that the conclusion of

those strategies would complete the framework that would help the Council in moving forward. However, he recognised that progress had commenced in those areas citing the completion of restructures and the conclusion of Single Status as examples. The Chief Executive commented that despite the formal strategies not being complete in published form, the corporate services had effectively prioritised their resources to support organisational change in key priority areas such as service reviews and alternative delivery models.

The Chief Executive provided updates on the progress of the action plan agreed in 2015 which was appended to the report.

RESOLVED:

That the Annual Improvement Report be accepted and the updated response to the Proposals for Improvement from the 2015 report be noted.

39. ANNUAL COUNCIL REPORTING FRAMEWORK

Councillor Christine Jones presented the Annual Council Reporting Framework (ACRF) report prior to publication.

It was the fifth and final Annual Report in that format as reporting methods would change in 2017 to reflect the new Social Services and Well-being (Wales) Act 2014.

The overall assessment was that Flintshire continued to be a well governed and high performing Council with a strong Corporate Identity with a Chief Operating Team providing cohesive and professional leadership. There was a robust governance framework which included a clear set of organisational priorities, a coherent approach to financial planning and management, and an effective operating model for risk management.

Councillor Jones added there was much to celebrate in Flintshire including evidence of continued person centred service delivery within Adult Services, high rates of adults being supported in the community, low rates of delayed transfer of care for social care reasons, a strong relationship with the local voluntary and community sector and a proactive approach to working with commissioned services. Within Children's Services the in-house fostering team was well regarded, the first stage of integrating early intervention services had been achieved through the Targeted Support Team and the establishment of the Adolescent Strategy Team to prevent escalation.

The Chief Officer (Social Services) commented that corporate ownership of social care strategy was strong as evidenced through the collective response to the concerns for the Care Sector in Flintshire and across the UK. He commended the work undertaken on services for dementia which saw dementia friendly approaches throughout the county. Members also praised this work which was evident in the wards they represented, complemented by the introduction of six dementia cafes throughout the county.

RESOLVED:

- (a) That the Annual Council Reporting Framework be accepted; and
- (b) That publication of the Annual Council Reporting Framework ahead of the deadline of 31st July 2016 be approved.

40. STRATEGIC HOUSING AND REGENERATION PROGRAMME (SHARP)

Councillor Helen Brown introduced the Strategic Housing and Regeneration Programme (SHARP) report which sought approval to progress the next key stages of the Council's Strategic Housing and Regeneration Programme (SHARP) and set out proposals to develop Council housing at the following sites:

- Ysgol Delyn, Mold;
- Heol y Goron, Leeswood;
- Maes Y Meilion, Leeswood;
- Redhall, Connah's Quay; and
- The Dairy, Connah's Quay.

The report provided detailed information on each proposed scheme, including location, proposed property types, design and layout and projected build costs. Prudential borrowing was also identified as the preferred funding option.

The Service Manager - Housing Programmes explained that properties and land associated with each property would be designed to comply with the Council's Flintshire House Standard. A Local Lettings Policy would be developed for each of the proposed schemes to ensure the opportunities to house local people were maximised.

Future housing schemes at Melrose Centre, Aston; The Police Station, Flint; and Maes Gwern, Mold would be presented to Cabinet in September 2016 for approval.

Members welcomed the report of the flagship scheme. Members also commented on the importance of the new grant funding regime being developed by WG known as Housing Finance Grant II (HFG II) which would provide access to grant and loan funding to support new developments for Local Authorities in the same way that Housing Associations did through the Social Housing Grant (SHG).

RESOLVED:

- (a) That the development of 40 new Council homes on the 5 identified sites in Mold, Leeswood and Connah's Quay at a projected total cost of £6,376,931M be approved; and
- (b) That prudential borrowing to the value of £6,376,931M (subject to final approval and verification) be approved to be used to fund the proposed development of 40 new Council homes.

41. DISCRETIONARY RATE RELIEF POLICY

The Revenues Manager introduced the Discretionary Rate Relief Policy report which proposed a new policy framework from 2017/18. This would help the Council to reduce financial expenditure and mitigate towards future budget gaps as a result of reduced central government funding.

The current scheme provided generous awards whereby the Council provided a 20% Discretionary 'top-up' to all organisations that already benefited from 80% Mandatory Rate Relief (apart from national charity shops). For voluntary and not for profit organisations that did not qualify for Mandatory Rate Relief, 100% Discretionary Rate Relief was awarded.

For those organisations that already benefited from 80% Mandatory Rate Relief, the cost of funding the 20% 'top-up' Discretionary Relief was funded 75% by the Council and 25% by Welsh Government (WG). During 2016/17 the cost to the Council of awarding 'top-up' relief to 149 organisations was approximately £191,000.

The revised policy framework was required to achieve the savings as set out in business plans which in summary would provide Discretionary Rate Relief from 2017/18 and beyond on the following basis:

- (a) Charitable Organisations entitled to 80% Mandatory Relief – No Discretionary 'top-up' provided
- (b) Voluntary and Not-for-profits Organisations whose aims and purpose were philanthropic, religious, education, social welfare, science, literature, the arts or recreational purposes where the services they provided were mainly provided to local Flintshire residents, 80% Discretionary Rate Relief provided, with the exception of golf clubs who would be awarded 40%.

As a result of the removal of Discretionary 'top-up' relief and the scaling back of all other Discretionary Rate Relief, the projected future cost of Discretionary Rate Relief would be £14,175 against an existing budget provision of approximately £116,000. This would deliver efficiencies of approximately £102,000.

To provide additional mitigation against financial hardship for those organisations that currently benefited from 100% rate relief, setting aside an annual contingency fund of £15,000 from the efficiency savings to support potential Hardship applications, would still allow the Council to provide emergency rate relief of up to £60,000 per annum on the basis that the Council would fund 25% towards the cost. After taking into account the Hardship contingency, net savings of £87,000 per annum would be achieved.

In response to a question from Councillor Kevin Jones, the Revenues Manager explained that all future Community Asset Transfer (CAT) documentation would have relevant Discretionary Rate Relief information included.

RESOLVED:

That the new framework as set out, ceasing Discretionary 'top-ups' to those organisations that already benefit from 80% Mandatory Rate Relief and reducing all other Discretionary award to Voluntary and Not for Profit organisations to a maximum Discretionary award of 80% from 2017/18 be adopted.

Councillors Bithell and Brown left the meeting during consideration of the item.

42. HARDSHIP RATE RELIEF POLICY FRAMEWORK

The Revenues Manager introduced the Hardship Rate Relief Policy Framework report. The introduction of a formal policy framework had been developed to ensure consistency, transparency and best practice. It would also provide an opportunity to formalise into a single policy framework, well established procedures and regulations for the determination of applications.

The framework would ensure all ratepayers making applications for Hardship Rate Relief were treated fairly and consistently as well as providing ratepayers with a clear understanding of the scheme.

In responding to a question from Councillor Butler, the Revenues Manager explained that applications for Hardship Rate Relief were usually determined by the Chief Officer (Community and Enterprise) and the Cabinet Member for Corporate Management but any contentious applications could be considered by Cabinet.

RESOLVED:

That the policy framework for Hardship Rate Relief be approved.

Councillors Bithell and Brown left the meeting during consideration of the item.

43. FLINTSHIRE LOCAL DEVELOPMENT PLAN – AMENDED DELIVERY AGREEMENT

The Chief Officer (Planning and Environment) introduced the Flintshire Local Development Plan (LDP) – Amended Delivery Agreement report which provided details of slippage that had occurred which was sufficient to trigger a revision of the timetable.

The original timetable promoted by the Welsh Government (WG) had proved unachievable with no other local authority in Wales being able to produce an LDP in such a timeframe. In addition, promised good practice guidance and support from WG had not been received.

WG required an amended timetable, supported by a formal resolution, before they would consider the revision. A revised timetable would be considered within one month of receipt.

Members expressed their concerns on the problems caused because of the lack of a five year housing land supply and commented that a revised LDP timetable was needed as soon as possible.

RESOLVED:

- (a) That the revised timetable for the production of an adopted Flintshire Local Development Plan be approved; and
- (b) That delegated authority is given to the Chief Officer (Planning and Environment) to integrate the approved timetable into a revised Delivery Agreement document to then send to Welsh Government for their agreement.

44. CAPITAL PROGRAMME MONITORING 2015/16 (OUTTURN)

The Corporate Finance Manager presented the Capital Programme Monitoring 2015/16 (Outturn) report which provided a summary of changes made to the Capital Programme during the last quarter of 2015/16.

The table in the report set out how the programme had changed during 2015/16 with more detailed cumulative information relating to each Portfolio being appended to the report.

Actual outturn expenditure across the whole of the capital programme was £140.287M. The breakdown of expenditure was analysed in the table in the report along with the percentage spend against budget. This showed that 97.2% of the budget had been spent. Corresponding figures for 2014/15 outturn were 92.90%.

At outturn rollover of £1.874M had been identified which reflected reviewed spending plans across all programme areas. Those committed amounts had been identified as now required to meet the cost of programme works in 2016/17.

Portfolios through their business plans had identified significant capital investment needed to improve services and achieve revenue efficiencies. The Corporate Finance Manager explained that two former waste disposal sites within the County were being considered and assessed which may conclude that liability for carrying out some or all of any necessary remediation works would be the Council's responsibility. It was considered prudent to set aside some available capital funding towards costs and this was recommended to be £0.250M, noting that actual costs could be higher or lower dependent on the outcomes of the ongoing assessments. In addition there was a requirement to purchase replacement ICT Data Storage. There was no revenue budget available to fund ongoing support and maintenance of the existing systems for which current support had ended and the costs to continue that support would be over a third of the cost of a like for like replacement. Therefore, Members were asked to approve a sum of £0.590M in the 2016/17 Capital Programme which would procure replacement technology with increased capacity, together with five years support and maintenance.

RESOLVED:

- (a) That the report be approved;
- (b) That the rollover adjustments be approved;
- (c) That the funding for the closed landfill site scheme be approved; and
- (d) That funding for the ICT Data Storage scheme be approved.

45. REVENUE BUDGET MONITORING 2015/16 (OUTTURN)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2015/16 (Outturn) report for the Council Fund and Housing Revenue Account (subject to audit).

The final year end position was:

Council Fund

- Net in year expenditure was £1.489M lower than budget
- A contingency reserve balance at 31st March 2016 of £4.375M

Housing Revenue Account

- Net in year expenditure was £0.059M higher than budget
- A closing balance as at 31st March 2016 of £1.178M

The report covered significant budget movements between month 12 to outturn; brief overview of the year on the Council Fund; programme of efficiencies; inflation; reserves and balances and a brief overview of the year on the Housing Revenue Account.

RESOLVED:

- (a) That the overall report and the Council Fund contingency sum as at 31 March 2016 be noted; and
- (b) That the final level of balances on the Housing Revenue Account be noted.

46. REVENUE BUDGET MONITORING 2016/17 (MONTH 2)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2016/17 (Month 2) report which was the first report of the year. The report provided information on the progress of achieving planned efficiencies against the targets set. The report did not provide the level of detail which would follow from Month 3 but it did report by exception on significant variances which could impact on the financial position in 2016/17.

There was a need to realign some budget provision in order that budgeted expenditure more accurately reflected current activity and it was recommended that four budget realignments be made within Social Services portfolio.

It was also recommended that costs of £0.111M, and any future costs, which related to the settlement of historic child abuse cases be met from the Contingency Reserve.

Following withdrawal of the Welsh Government Families First grant contribution towards Summer Play Schemes, it was also recommended that a one off support to communities for 2016/17 of £0.076M also be funded from the Contingency Reserve.

Following a comment from Councillor Attridge, the Chief Executive explained that the figures within the budget did change in-year (a) according to democratic decisions and (b) if a budget pressure was identified in-year and was unable to be borne by the portfolio and had to be taken on corporately.

RESOLVED:

- (a) That the report be received;
- (b) That a budget virement within Social Services to realign the budget to meet service needs be agreed;
- (c) That a contribution from the Contingency Reserve of £0.111m to meet the settlement costs from historic child abuse claims be agreed; and
- (d) That a contribution from the Contingency Reserve of £0.076M to meet one off costs for the Summer Play Schemes be approved.

47. PRUDENTIAL INDICATORS – ACTUALS 2015/16

The Corporate Finance Manager introduced the report which provided details of the Council's actual Prudential Indicators for 2015/16 compared with the estimates set:-

- Prudential Indicators for Capital Expenditure
- Prudential Indicators for Affordability
- Prudential Indicators for Prudence
- Prudential Indicators for External Debt and Treasury Management

RESOLVED:

That the report be approved and noted.

48. REVIEW OF HOUSEHOLD RECYCLING CENTRE PROVISION

Councillor Kevin Jones introduced the Review of Household Recycling Centre (HRC) Provision report which provided details of the progress made in identifying suitable sites for HRC.

It was clear from feedback on a report submitted to Environment Overview and Scrutiny Committee that residents and elected Members valued a more localised HRC provision and officers were asked to provide alternative options which balanced the

expectations of communities and the need for the Council to achieve higher levels of recycling performance to meet very challenging statutory recycling targets set by Welsh Government (WG). The expected outcome was a solution which would provide customers with modern local facilities to recycle their waste with reduced waiting times and improved safety arrangements.

Suitable land in Mold and Buckley had not been identified and as an alternative option to the single “super site” officers were exploring options to improve the current facilities in those areas along similar lines to the new facility recently opened in Sandycroft. This would include:

- Clear separation of operational and service user areas – removing the requirement to close the site when skips were emptied
- Easy step free access to skips
- Clear entrance and exits and good traffic management arrangements

Options to replace the existing Flint and Connah’s Quay sites with a single facility, also with similar characteristics to the Sandycroft facility, were being progressed, with a number of potential sites being considered. Until such a time that a satisfactory solution was found, the existing facilities in Connah’s Quay and Flint would continue to operate in their current format.

These solutions would balance the twin objectives of meeting the needs of the communities whilst driving up recycling performance towards the recycling targets. Positive discussions were continuing with WG on the provision of capital grant to develop the network of local sites and the Council had received notification that funding would be made available to develop the Mold and Buckley sites to the same high standard as the existing facility in Sandycroft. Further discussions would take place for funding for the full proposal.

The original savings proposal consisted of two elements:

- (1) Savings in operational costs from reduced site numbers; and
- (2) Savings from reduced landfill cost through improved recycling.

As the savings from the first element would be significantly reduced by the revised proposal, the second element would become critical if the majority of the projected Business Planning proposed savings were still to be achieved.

The target of 90% recycling at all of the facilities was achievable and the support of all parties and a slogan of “TARGET 90%”, together with a clear communications plan for launching the new proposals would be recommended in a report to Cabinet in October. Members supported this and commented on the importance of relaying the message to the public of the significance of achieving the 90% target.

In response to a question from Councillor Bithell, the Waste and Ancillary Services Manager said that a number of authorities did achieve 90% recycling rates and for Flintshire to achieve the same staff at the HRC’s would need to be stringent with the public when materials were brought to the sites.

Councillor Attridge thanked Councillor Kevin Jones and officers for the work undertaken on obtaining a grant from WG. All Members welcomed the report and the alternative options that had been sought.

RESOLVED:

That the progress made to review the Household Recycling Centre provision be noted and a full report on the preferred location and individual site layouts be provided to Cabinet for approval in October 2016.

49. COMMUNAL HEATING RECHARGES

Councillor Brown introduced the Communal Heating Recharges 2016/17 report which sought agreement for the proposed heating charges in Council properties with communal heating systems for 2016/17.

A drop in kilowatt hour (kWh) usage had been evident in 2015/16 compared to the previous year due to a mild winter and energy efficiency improvements to properties such as external insulation. This had resulted in an income surplus to the majority of the communal heating accounts and that surplus, which ranged from £25 to £124, would be reimbursed to tenants affected in the coming weeks.

In addition the Council had been able to purchase gas this year at a significantly reduced price.

The table in the report set out recommended heating charge decreases for 2016/17, based on actual usage in 2015/16 and cost estimates for 2016/17.

The Chief Executive commented that heating charges would be variable each year but the authority would continue to be as efficient as possible.

RESOLVED:

That a decrease to the weekly heating charges for communal properties be approved.

50. 12 MONTH REVIEW OF CAR PARKING STRATEGY

Councillor Attridge introduced the 12 Month Review of Car Parking Strategy report which provided details of the outcomes and recommended changes to the Strategy.

Prior to the implementation of the charges projected income levels were assessed based on the car park utilisation levels. Actual income levels at each of the car parks could now be compared against those projections and a summary of income levels was appended to the report.

Since the introduction of the scheme a number of suggested amendments to the parking strategy had been received from various individuals and public bodies. All of those suggestions had been assessed and considered and a number of changes to the car parking strategy were proposed and detailed in the report. Further

representations had been made from Mold Town Council and Buckley Chamber of Commerce and Councillor Attridge proposed a further amendment that he meet with both of those groups as soon as practicable to discuss any issues, which was supported.

RESOLVED:

- (a) That the revised car parking strategy including proposed charging arrangements for County Hall car park be approved; and
- (b) That Councillor Attridge meet with Mold Town Council and Buckley Chamber of Commerce as soon as practicable following issues raised; and

51. HOLYWELL EXTRA CARE

Councillor Christine Jones introduced the Holywell Extra Care report which provided a comprehensive evidence base for the facility development in Holywell.

The report also provided details of the background to Extra Care and its cost effectiveness. Also outlined was information on how the Extra Care proposal for Holywell fitted into the Flintshire Extra Care provision and worked with the existing Residential Care to address some of the demand concerns raised by the Flintshire Residential Care Review which was published in April 2016.

The Extra Care schemes in Shotton (Llys Eleanor) and Mold (Llys Jasmine) had been very successful but remained oversubscribed and popular. They were seen to provide a supported accommodation solution that exceeded other forms of provision such as residential care.

Councillor Jones explained that Flintshire's population of older people was expected to rise significantly over the next five years, with the numbers of those aged 80 and over projected to rise by 23%. The number of those aged 65-79 with dementia was also expected to rise by 22%. Those groups were statistically the most likely of the populations demographic to need support in a residential care or nursing setting. Projecting that increase against current demand for residential care and EMI residential care would result in 119 more placements than the authority had currently in supply.

The Council had worked in partnership with Wales and West Housing Association in order to identify an appropriate site for development, with planning and consultation processes now being underway. The proposed site was Ysgol Perth Y Terfyn primary school in Holywell, which was due to be vacated in July 2016 to move into the new Holywell school complex in September.

The Chief Officer (Social Services) added that a design had been produced for a 4 storey, 50 unit development on the site which would accommodate 60 residents in 39 1-bed apartments and 11 2-bed apartments.

The estimated costs and funding strategy were outlined in the report for the five years 2017/18 – 2021/22.

The Chief Executive welcomed the report adding that it was an example of where the Authority was making a shrewd investment for a critical resource to meet demand.

In response to a question from Councillor Bithell, the Chief Officer (Social Services) explained that allocations were determined by a Joint Panel which Flintshire had representatives on. He agreed that there was a high demand for Extra Care which was why a further scheme was being recommended for approval.

RESOLVED:

- (a) That the demand for Extra Care in Holywell be accepted; and
- (b) That the development of Extra Care in Holywell be approved.

52. EXERCISE OF DELEGATED POWERS

An information item on the actions taken under delegated powers was submitted. The actions were as set out below:-

Chief Executive

- **Welsh Church Acts Fund 2016/17**
To note the applications considered by the Panel to the value of £1,500.00.

Organisational Change

- **Sale of Bare Land Adj. to Morfa Farm, Talacre**
The sale of a parcel of surplus bare land to the adjoining owner.
- **Sale of Bare Land Adj. Bryn Coch Hall Farm**
The sale of a parcel of surplus bare land to the adjoining owner.

RESOLVED:

That the actions taken under delegated powers be noted.

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

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

53. HOLYWELL LEISURE CENTRE: COMMUNITY ASSET TRANSFER PROPOSAL

Councillor Kevin Jones introduced the Holywell Leisure Centre: Community Asset Transfer Proposal report which provided a summary of the Business Case from the organisation and proposals for re-locating Holywell Library to the leisure centre.

RESOLVED:

- (a) That the Community Asset Transfer proposal from Holywell Leisure Centre Community Group for the transfer of Holywell Leisure Centre be agreed subject to the conditions noted within the report;
- (b) That the Community Asset Transfer be subject to a number of conditions which must be met prior to legal completion:
- Provision of an updated Strategic Business Plan;
 - That the Business Plan covers satisfactorily the areas identified in the report
 - Sign off of the Business Plan by Chief Officers for Organisational Change in consultation with the two lead Cabinet portfolio holders
- (c) That the Chief Officer (Governance) be given delegated authority to enter into the necessary legal agreements to complete the Community Asset Transfer including:
- Community Asset Transfer Lease with Holywell Leisure Centre Community Group for an initial 27 years based on a peppercorn rent, but that if external grant funding is approved that requires a longer lease that this be given for up to 99 years;
 - Community Benefits Agreement with Holywell Leisure Centre Community Group detailing: the requirements for the peppercorn lease; an initial revenue fund of £0.102m and the community benefits required for this funding; a capital grant allocation of between £0.200 - £0.400M (from the Community Asset Transfer Capital Grant Fund) and the conditions for use of this grant linked to the condition survey;
 - Co-operative Agreement with Holywell Town Council and the Holywell Leisure Centre Community Group detailing the principles, values and ways of working between the three main partners; and
- (d) That final approval be given to proceed with the re-location of Holywell Library to Holywell Leisure Centre and an additional £0.120M (from the Community Asset Transfer Capital Grant Fund) be allocated to enable completion of the works prior to the Community Asset Transfer. Those works to include refurbishment of the existing snooker room to enable users who are re-located from the library space to utilise this space.

54. ALTERNATIVE DELIVERY MODEL FOR CHILDCARE PROVISION IN DEESIDE

Councillor Christine Jones introduced the Alternative Delivery Model for Childcare Provision in Deeside report which proposed the development of an innovative, modern, flexible, wrap-around childcare social enterprise which would meet the childcare needs of parents and carers from the Deeside area as well as providing a number of new training, volunteering and work placement opportunities.

RESOLVED:

That the Flintshire Crèche Service establish a childcare social enterprise and that it be subject to the conditions listed below:

- Final implementation plans are developed prior to full establishment of the organisation and are assessed as being able to deliver the objectives outlined in the proposal;
- That the capital funding for the development of the Pepperpot Inn is confirmed;
- The target date for establishment of the new organisation is 1st April 2018;
- The implementation plans demonstrate financial viability and robust risk management and a clear plan is produced to deal with any underperformance;
- The plans show the level of commercial and cultural change that is required for the new organisation and how this will be developed, implemented and embedded;
- The development is subject to the availability of external funding for the refurbishment of the building;
- The Council establishes a transitional board to manage the period up to full establishment and this includes as a minimum the Chief Officers for Social Services and Organisational Change, portfolio holder, independent Chief Officer, Finance and Human Resources staff.

55. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 9.30am and ended at 11.42am)

.....
Chair



CABINET

Date of Meeting	20 September 2016
Report Subject	Council Fund Revenue Budget 2017/18 Stage One
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The Cabinet reviewed and re-adopted the three part strategy for Medium Term Financial Planning for the period 2016/17-2018/19 in April this year. This was the first step in planning the annual Council Fund Revenue Budget for the 2017/18 financial year and how the then forecast gap of £13.7M might be bridged.

The forecast 'gap' between predicted income levels and the projected expenditure requirement reported in July 2016 stood at £14.4M (an increase of £0.7M) on the April forecast.

The Cabinet has developed a set of service portfolio business plans. These plans had been reviewed extensively by Cabinet Members and Chief Officers and their teams with the annualised efficiency proposals becoming the basis for recommendations for the annual budget. The proposals for budget efficiencies and income charging within the business plans for 2017/18 were reported in full to the Overview and Scrutiny Committees throughout the June/July meeting cycle. The Committees were invited to review the proposals, their acceptability and workability, and their risks. The higher profile and more controversial service planning options, such as schools funding and waste services, had already been the subject of detailed reports to the respective Overview and Scrutiny Committees as part of the business planning process.

The Overview and Scrutiny Committees were supportive of the efficiency and charging proposals overall. The cumulative total of the proposals is estimated to be £5.921M.

The Overview and Scrutiny Committees also received presentations on an assessment of the efficiency and resilience status of the services within their respective portfolios. These assessments reviewed the efficiency of each service,

the extent to which each service offers value for money, and the resilience of each service to withstand its cost pressures, demands and obligations. These assessments demonstrated the limited options which remain for achieving further efficiencies of scale without having to reduce services to unacceptable levels of provision or running the risk of service failure.

This report re-presents the service portfolio business plan proposals for 2017/18 for formal recommendation to the Council as the first stage of the Council Fund Budget. The review of the portfolio business plans is the first of the three part strategy for Medium Term Financial Planning:-

- Service reform
- Corporate financial stewardship
- Working with Welsh Government

The report also summarises the ongoing review of the corporate financing options. Corporate financing is the second part of the strategy for Medium Term Financial Planning.

The report concludes with an update on national work around the funding formula and the local government financial settlement. National funding is the third part of the strategy for Medium Term Financial Planning.

The following tables are included within the report:-

Table 1 – Financial Forecast 2017/18 – 2018/19

Table 2 – Service Portfolio Business Plan Projections 2017/18

RECOMMENDATIONS

1	Cabinet formally recommends the service portfolio efficiency proposals listed in the appendices for adoption by Council as stage one of setting the Council Fund Revenue Budget for 2017/18.
2	Cabinet notes the ongoing work on reviewing corporate financing options, and the national activity around the funding formula and Local Government Settlement.

REPORT DETAILS

1.00	Financial Planning
1.01	The Council has a three year Medium Term Financial Strategy (MTFS) for the period 2015/16-2017/18. Whilst an updated version of the MTFS is being developed for the period 2016/17-2018/19 the Cabinet re-adopted, in April, the three part approach for financial planning set out within the MTFS. This was the first step in planning the annual Council Fund Revenue Budget for 2017/18 and how the then forecast gap of £13.7M might be bridged.

	The Financial Forecast																																				
1.02	<p>The original forecast for the 2017/18 financial year, the third and final year of the current MTFS, set a likely 'gap' between the total spending requirement, and anticipated income, of £13.7M. This forecast was updated and reported to the Overview and Scrutiny Committees in July 2016 set out in Table 1 below. The forecast is under continuous review and will be updated for reporting in October/November following:-</p> <ul style="list-style-type: none"> • announcement of the Provisional Local Government Settlement (which is due for publication in mid-October 2016 according to recent Ministerial confirmation); • all cost pressures built into the MTFS having been reassessed and re-profiled; and • the assessment of the impacts of national interest rate trends, investment market developments and inflation having been completed. <p>An initial forecast has been included for the 2018/19 financial year to provide a three year picture. The 2018/19 forecast will be similarly updated.</p>																																				
1.03	The working forecast for 2017/18-2018/19 is shown in Table 1 below.																																				
1.04	<p>Table 1: Financial Forecast 2017/18-2018/19</p> <table border="1"> <thead> <tr> <th></th> <th>2017/18</th> <th>2018/19</th> </tr> <tr> <th>Expenditure</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>National Pressures</td> <td>0.7</td> <td>0.3</td> </tr> <tr> <td>Local Pressures</td> <td>6.2</td> <td>1.6</td> </tr> <tr> <td>Inflation</td> <td>3.1</td> <td>3.2</td> </tr> <tr> <td>Workforce Pressures</td> <td>4.1</td> <td>0.7</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <th>Income</th> <td></td> <td></td> </tr> <tr> <td>Reduction in Revenue Support Grant</td> <td>2.8</td> <td>2.7</td> </tr> <tr> <td>Council Tax increase</td> <td>(2.5)</td> <td>(2.3)</td> </tr> <tr> <td></td> <td></td> <td></td> </tr> <tr> <td>Projected Gap</td> <td>14.40</td> <td>6.20</td> </tr> </tbody> </table> <p>Footnotes to Table 1:</p> <ol style="list-style-type: none"> 1. Revenue Support Grant for 2017/18 and 2018/19 is modelled on an illustrative reduction of 1.5% 2. National and local pressures are working estimates based on latest information. The latest revision includes initial estimates of the sizeable increase in care sector costs, and insurance costs 3. Pay inflation is assumed at 1% for 2017/18 and 2018/19. The full cost impacts of the implementation of the Living Wage are being assessed and profiled 4. Limited provision is made for price inflation 5. Workforce pressures include the ongoing impact of Single Status, Auto-enrolment, the Apprentice Tax Levy and the outcome of the Clwyd Pension Fund Actuarial Review 6. Council Tax is illustrated at a 3% annual increase for 2017/18 and 2018/19 		2017/18	2018/19	Expenditure	£m	£m	National Pressures	0.7	0.3	Local Pressures	6.2	1.6	Inflation	3.1	3.2	Workforce Pressures	4.1	0.7				Income			Reduction in Revenue Support Grant	2.8	2.7	Council Tax increase	(2.5)	(2.3)				Projected Gap	14.40	6.20
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	Meeting the Financial Challenge																				
1.05	<p>The Council has adopted an MTFs which is underpinned by a principled and risk based approach to solutions to the unprecedented level of budget savings to be found year on year. Flintshire, as a relatively low funded Council under the local government funding formula, and one with modest reserves and balances, has limited efficiency options remaining to find solutions without Welsh Government offering some reprieve from the scale of national funding reductions (for Revenue Support Grant and specific grants combined) first forecast. The Council adopted a three part strategy which has been re-adopted by Cabinet as the basis for planning the annual budget for 2017/18 and the financial years immediately thereafter:-</p> <ul style="list-style-type: none"> • Service Reform; • Corporate Financial Stewardship; and • Working with Welsh Government. 																				
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1.06	<p>The Cabinet has developed a set of service portfolio business plans for the period 2015/16-2017/18. These plans have been reviewed extensively by Cabinet members and Chief Officers and their teams with the annualised efficiency proposals becoming the basis for recommendations for the annual budget. The proposals for budget efficiencies and income charging within the business plans for 2017/18 were reported in full to the Overview and Scrutiny Committees throughout the June/July 2016 meeting cycle. The Committees were invited to review the proposals, their acceptability and their workability, and their risks. The higher profile and more controversial service planning options, such as schools funding and waste services, had already been the subject of detailed reports to the respective Overview and Scrutiny Committees as part of the business planning process. The portfolio efficiency proposals are listed in Appendix A.</p>																				
1.07	<p>The estimate of the total value of the full set of original efficiency options for 2017/18 first stood at £7.932M. Following the comprehensive review of the business plans, efficiency proposals remain at a total value of £5.921M. This figure has been reduced by:-</p> <ul style="list-style-type: none"> • the removal of or change to options which were not considered to be acceptable and/or workable; and • the review and refinement of detailed cost estimates per proposal based on detailed planning and cost method calculations. 																				
1.08	<p>Table 2: Service Portfolio Business Plan Projections 2017/18</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">2016/17</th> <th style="text-align: center;">2017/18</th> </tr> <tr> <th style="text-align: left;">Portfolio</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td>Planning & Environment</td> <td style="text-align: center;">0.413</td> <td style="text-align: center;">0.205</td> </tr> <tr> <td>Street-scene & Transportation</td> <td style="text-align: center;">2.158</td> <td style="text-align: center;">1.350</td> </tr> <tr> <td>Social Care</td> <td style="text-align: center;">0.838</td> <td style="text-align: center;">0.690</td> </tr> <tr> <td>Education & Youth</td> <td style="text-align: center;">0.710</td> <td style="text-align: center;">0.873</td> </tr> </tbody> </table>				2016/17	2017/18	Portfolio	£m	£m	Planning & Environment	0.413	0.205	Street-scene & Transportation	2.158	1.350	Social Care	0.838	0.690	Education & Youth	0.710	0.873
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	Organisational Change	1.272	0.943
	Community & Enterprise	1.509	0.807
	Corporate Services	0.855	0.903
	Central & Corporate	3.527	0.150
	Total	11.282	5.921
	Footnotes to Table 2:		
	<ol style="list-style-type: none"> 1. 2016/17 column shows approved budgeted efficiencies 2. These are subject to in year variation which will be reported as part of in year monitoring 3. The projected efficiencies for 2017/18 are subject to ongoing review and refinement 		
1.09	The Overview and Scrutiny Committees were supportive of the efficiency and charging proposals overall and endorsed them as being acceptable and workable. A summary of the relevant Committees is attached as Appendix B.		
1.10	The Overview and Scrutiny Committees also received presentations on the assessment of the efficiency and resilience status of the services within their respective portfolios. These assessments reviewed the efficiency of each service, the extent to which each service offers value for money, and the resilience of each service to withstand its cost pressures, demands and duties. These assessments demonstrated the limited options which remain for achieving further efficiencies of scale without having to reduce services to unacceptable levels of provision or running the risk of service failure. A summary of the Red/Amber/Green (RAG) assessment of services is attached as Appendix C.		
	Corporate Financial Stewardship Options		
1.11	<p>As the second part of the budget strategy work is ongoing to seek to offset or reduce cost pressures through corporate financial stewardship. Work is concentrated on the following. A report on the outcome of this work will be made to Cabinet in October 2016. Any reductions in the provision required for cost pressures will contribute to lowering the forecast budget 'gap':-</p> <ul style="list-style-type: none"> • inflation; • pay inflation, and incremental pay progression provision; • the outcomes of the of the triennial review of the Clwyd Pension Fund currently underway with the Fund Actuary, and the employer funding contributions required for future years; • provision within the Central Loans and Investment Account (CLIA) for capital financing charges including interest on debt and Minimum Revenue Provision for debt repayment and any income returns made from investments; • the use of reserves and balances; • detailed assessment of national and local cost pressures including latest 		

	<p>intelligence on risks to the continuation of national specific grants to current levels of funding; and</p> <ul style="list-style-type: none"> the impacts of the 2016/17 projected out-turn for 2017/18 and future years.
1.12	<p>Work is also underway on developing a corporate income policy covering all current and potential fees and charges and the levels at which they are set. External expertise has been commissioned to guide and inform this work with access to extensive information on charging policy and practice in other local authorities across the United Kingdom. The outcome of this work will be reported by December.</p>
	<p>National Work on the Settlement and Funding Formula</p>
1.13	<p>The Council is actively involved in national discussions over the Welsh Government Budget for 2017/18 including the Local Government Settlement, both as part of the Welsh Local Government Association and as an individual council. Key issues under debate for a new Welsh Government include:-</p> <ul style="list-style-type: none"> the need for medium term financial planning at national level; sufficient and sustainable levels of Revenue Support Grant (RSG) and the option for the Welsh Government to set a zero-reduction or 'flat-line' RSG for 2017/18 at 2016/17 levels; reform of specific grants and retention of sufficient current grant funding levels to maintain services; relaxing charging levels for services including domiciliary care; meeting cost pressures of national legislative and public demand in key services such as social care; recognition of the workforce cost impacts of the Living Wage in both directly provided services and commissioned services; and local retention of Non Domestic Rate Relief (NNDR) growth by the collecting authority. (Growth is defined as the annual inflation in the NNDR yield for existing businesses plus additional contributions from new or expanding businesses within a county).
1.14	<p>There are high expectations that a new Welsh Government will adopt a sustainable strategy for the financing of the public sector. Early engagement between the Welsh Local Government Association and its member councils and the new Welsh Government have been positive.</p>
1.15	<p>Flintshire, as a low funded council, continues to make the case that it is particularly exposed to the impacts of the significant annualised reductions in public sector funding to meet current and new cost burdens. The risks to Council performance posed by the financial position are being set out clearly to new Government Ministers and civil servants, the Welsh Local Government Association, and other national bodies including the Wales Audit Office.</p>

2.00	Council Fund Revenue Budget 2017-18
2.01	By adopting the service portfolio efficiency proposals listed in the appendices for adoption the Cabinet is in effect recommending the first stage of setting the Council Fund Revenue Budget for 2017/18. A detailed timetable and process for completing the budget setting between October 2016 and February 2017 will follow. The ability to complete a balanced budget for recommendation to Council in February 2017 will depend on a combination of the scale of the feasible options for corporate financing solutions and the extent of financial support and relief offered by Welsh Government in the Provisional Local Government Settlement.

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

4.00	CONSULTATIONS REQUIRED / CARRIED OUT
4.01	Consultation with Group Leaders, Overview and Scrutiny Committees and external partners have been held to date in the development of the business plans, budget proposals and resilience assessments.

5.00	RISK MANAGEMENT
5.01	All parts of the financial forecast, and all budget solutions, are risk assessed stage by stage. An overall risk assessment and risk management statement will be produced both for the revised MTFs and the draft annual budget for 2017/18. Services have already been assessed against efficiency, value for money and resilience with the assessment being reported to the Overview and Scrutiny Committees throughout July 2016.

6.00	APPENDICES
6.01	Appendix A: Service Portfolio Efficiency Proposals 2017/18 Appendix B: Summary of Overview and Scrutiny Committee observations on the portfolio business plan efficiency proposals Appendix C: Summary of Red/Amber/Green resilience assessments of services

7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	Medium-Term-Financial-Strategy-Part-1 Medium-Term-Financial-Strategy-Part-2-September-2015 Contact Officers: Colin Everett and Gary Ferguson Telephone: 01352 702101

	E-mail: gary.ferguson@flintshire.gov.uk
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8.00	GLOSSARY OF TERMS
8.01	<p>Medium Term Financial Strategy (MTFS): a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.</p> <p>Revenue Support Grant: the annual amount of money the Council receives from Welsh Government to fund what it does alongside the Council Tax and other income the Council raises locally. Councils can decide how to use this grant across services although their freedom to allocate according to local choice can be limited by guidelines set by Government.</p> <p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Central Loan and Investment Account (CLIA): brings together the revenue costs of all Council's borrowing and investment activity. Contains; interest on debt, MRP (see below), Treasury Management costs (staff, advisors, software etc, charges for debt rescheduling undertaken in earlier years and income generated from investments. Also referred to as Capital Financing Charges.</p> <p>Minimum Revenue Provision (MRP): method for charging (debt-funded) capital expenditure to the revenue account in local authority accounts. Full Council sets an MRP policy annually selecting from a range of options contained with Welsh Regulations set by Welsh Government.</p> <p>Welsh Local Government Association: the representative body for unitary councils, fire and rescue authorities and national parks authorities in Wales.</p>

Summary of Business Planning Proposals and Options

Category	1	2	3	Total	1	2	3	Total
Portfolio	2016/17	2016/17	2016/17	2016/17	2017/18	2017/18	2017/18	2017/18
	£m	£m	£m	£m	£m	£m	£m	£m
Planning & Environment	0.262	0.151	0.000	0.413	0.125	0.080	0.000	0.205
Streetscene & Transportation	0.360	1.223	0.575	2.158	0.075	0.350	0.925	1.350
Social Care	0.272	0.366	0.200	0.838	0.000	0.340	0.350	0.690
Education & Youth	0.493	0.030	0.187	0.710	0.258	0.245	0.370	0.873
Organisational Change	0.728	0.544	0.000	1.272	0.498	0.445	0.000	0.943
Corporate Services	0.235	0.620	0.000	0.855	0.000	0.633	0.270	0.903
Community & Enterprise	0.725	0.784	0.000	1.509	0.197	0.610	0.000	0.807
Central & Corporate	2.027	0.500	1.000	3.527	0.000	0.150	0.000	0.150
Total	<u>5.102</u>	<u>4.218</u>	<u>1.962</u>	<u>11.282</u>	<u>1.153</u>	<u>2.853</u>	<u>1.915</u>	<u>5.921</u>

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Category
1. Fully Costed and Safe - Very detailed costings/modelling undertaken and the the accuracy can be relied upon not to change significantly
2. Reasonably costed will need refining - The level of detail behind the costing/modelling is reasonable although further work will be required to ensure robustness and to deal with any changes e.g. markets
3. High level costing requires detailed further modelling - The figures are included at a high level with uncertainty around some of the significant detail e.g. further work required to develop a specific proposal such as rationalising services/buildings.

Business Planning Efficiencies for Planning and Environment Portfolio

Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
Staffing - management restructure	Structural Review	0.105	The mandatory duties to provide a planning service and regulatory services such as animal and pest control are not compromised by these efficiencies		0.125	The mandatory duties to provide a planning service is not compromised by this efficiency		1	Reduction of Team Leader posts within the Trading Standards and Building Control functions. These savings would ideally be delivered through collaboration although further options are being explored to deliver this saving. In 17/18 this relates to a reduction in Service Managers.
Staffing - service review	Structural Review	0.127						1	Over two years, the Service Review will result in a reduction of 9.5 posts below team leader level. Releasing vacancies and fulfilling early voluntary retirement requests in addition to bringing forward Alternative Delivery Model work within the drainage and energy areas will assist in achieving the savings proposal.
Self financing for Public Protection Services - Animal & Pest Control - Licencing Charging	Income Generation	0.050		0.030	The mandatory duties to provide these services is not compromised by this efficiency		2	Incremental fee increases over the three year period will ensure that the animal and pest control function can at least operate on a self-financing basis. Proposed fees reflect favourably against neighbouring authorities and the private sector.	
Increase in planning fees (15% WG increase) and applications	Income Generation	0.101		0.015	The mandatory duties to provide these services is not compromised by this efficiency		2	Planning (Wales) Bill introduced a 15% increase from 01/10/15 on all planning application fees.	
Increase in number of planning applications	Income Generation			0.035		2	Estimated increase in the volume of planning applications as the economy continues to recover.		
Additional elements of charging for Planning Work	Income Generation					2	Planning (Wales) Bill proposes to increase the types of activities for which a planning fee can be charged as described within the proposal. Estimate of saving is based on an analysis of volume of work currently undertaken in these areas.		
Pre planning advice	Structural Review / Service Efficiency					2	Planning (Wales) Bill will introduce the provision of mandatory pre-application services, clarify what the Local Planning Authority has to provide and set standard service charges across Wales.		
Reduction of newspaper advertising	Structural Review / Service Efficiency	0.010					1	Continue to review the requirement to place public notices within local newspapers for all of the Planning and Environment portfolio. Secondary legislation related to Planning (Wales) Bill suggests that this may become less onerous.	
Savings from Development Management process improvements	Service Efficiency	0.020					1	Continue to undertake a full LEAN review of the Development Management process drawing on best practice and increased use of electronic delivery of the service.	
TOTAL		0.413				0.205			
CUMULATIVE					0.618				

PLANNING & ENVIRONMENT	
Total value of Business Plan proposals	0.618

CATEGORISATION KEY	Count Number	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	4	0.262	0.125
2= Reasonably costed will need refining - The level of detail behind the costings/modelling is reasonable although further work will be required to ensure robustness and to deal with any changes in circumstances e.g. market conditions.	5	0.151	0.080
3= High level costing requires detailed further modelling - The figures are included at a high level with uncertainty around some of the significant detail e.g. further work required to develop a specific proposal such as rationalising services/buildings.	0	0.000	0.000
Total		0.413	0.205

Business Plan Efficiencies for Streetscene and Transportation Portfolio

Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
Privatisation of entire front line Streetscene operational service OR Transfer all operational front line services to a mutual	ADM	-	-	-	0.400			3	Currently the service is provided predominantly in house. The proposal is to engage with an external partner to deliver all of the front line services on our behalf OR alternatively, an employee owned business will provide greater engagement, improve efficiency and reduce waste.
Totals		0.000			0.400				
Introduce an integrated transport unit	Structural Review	0.200	NM	Operating systems still to be confirmed		NM	Potential loss of service in Rural areas	2	County wide transport service includes - Public, Social care and Schools transport
Operational Changes linked to ITU					0.300	NM		2	Recommendations from JMP Report. Total savings of £600k by 2018/19.
Shared Specialist Plant with neighbouring authority	Collaboration	0.050	NM	No discussions taking place to facilitate		NM		2	The opportunity exists to share specialist plant, e.g. streetlighting equipment, traffic management equipment with another Council.
Staffing Structure following Organisation Design review	Structural Review	0.150	NM	New team delivering a huge change programme and day to day operations	0.075	NM		1	The recent OD review has brought together a number of services under the new Portfolio and the staff will be reviewed in order to reduce numbers and provide more generic roles operating to the new business plan.
Introduce non-generic streetscene roles (3 year plan)	Structural Review	0.115	NM	Concerns from TU's re the introduction of a two tier workforce	-	-	-	2	The Council introduced a generic Streetscene operative role in 2012. The new role requires the staff to work across the sections of Streetscene services in return for an increased salary. Whilst there are clear benefits in this arrangement, having operated this for a period of two years, it has become clear that a generic workforce across the overall service is unnecessary. The intention therefore is to replace any service leavers or new starters with non-generic (service specific) roles on lower salaries.
Totals		0.515			0.375				
Develop energy production at landfill	Income Generation	0.100	NM	1. Subject to Planning 2. Funding to be confirmed 3. Works need to be completed by April 2016 4. Changes to Feed Tariff payments announced by Chancellor may impact on scheme viability.	0.100	NM		3	The landfill sites at Brookhill and Standard currently produce energy through gas turbines. The gas supply is reducing resulting in capacity in the connection to the mains grid. With investment, it is intended to increase the level of energy produced by introducing PV panels to both landfill sites. The potential to extend the energy source to Alltarni depot opens the opportunity for utilising the energy to power the fleet (£1.7M INVESTMENT REQUIRED)
Rationalise Household Recycling Centres provision and provide the service through a performance based contract which would include curbside collections.	Service Reduction	0.250	NM	Subject to achieving necessary recycling levels and further review of site numbers	0.000	NM		3	The Council currently operates 7 Household Recycling Centre sites. The sites are operated utilising in-house labour. The proposal is: (1) to reduce the number of sites in the County to three, suggested locations to be decided based on optimising resident access to the sites (2) contract the management of the sites based on an incentivised contract which will improve the recycling levels at the sites. The opportunity to tender the work to a Social Enterprise will be considered.
Introduce 7 day working and no Christmas collection catch up	Service Efficiency	0.050	NM	Public opposition to the proposals	-	-	-	2	Currently we collect waste over a six day period and the proposal is to extend that to seven days. The saving will be generated by the reduced number of vehicles within Waste.
Diagnostic proposals waste	Service Review	0.050	NM	Improving productivity - TU opposition to proposals	0.000	NM		1	Following the template of the Fleet Review we have engaged with a diagnostic partner to carry out a review of all operations within the waste service and make recommendation to improve efficiencies. Implementation of these changes will be on a no win/no
Suspend garden waste collections November to February	Service Reduction	0.025	NM	Public opposition to the proposals Reduced Recycling Levels	-	-	-	3	During this period there is a limited amount of garden waste material made. The proposal is to cease all garden waste material collections whilst maintaining the black bin collections.
Remove the existing policy of returning for missed bin waste collections	Service Reduction	0.075	NM	Public opposition to the proposals	-	-	-	3	The Council will not in future return to collect any containers not collected in the original visit to that area.
Review of Bulky Waste Collection	Service Reduction	0.025	NM	Public opposition to the proposals	-	-	-	2	Charging all residents / Contracting the service to Social Enterprise
Construction of a waste handling facility at Greenfield	Service Reduction	0.100	NM	1. Subject to planning 2. Funding still outstanding	0.050	NM		2	Waste handling facility will reduce fleet mileage and fuel costs.
Introduce enforcement of side waste	Income Generation	-	-	-	0.075			3	Enforcing side waste will reduce the level of residual waste and increase recycling waste
Car Parking Charges	Income Generation	0.200	NM	Full year effect of charges - Public opposition to the proposals	-	-	-	2	Revise the Councils Car Parking Strategy introducing parking charges to all town centre car parks in Flintshire
Totals		0.875			0.225				
Replace Demand Responsive Transport with non-subsidised service	Service Reduction	0.250	NM	Full year effect of 2015/16 proposal	-	-	-	2	Deeside Shuttle - Demand for the service has grown to the extent that a regular and potentially non-subsidised defined route can replace the existing arrangements. The savings would be generated by a reduction in back office staff costs. Full year effect
Charge maintenance of Bus Shelters to Community & Town Councils	Income Generation	0.025	NM	Part of CAT's	-	-	-	1	Discussions will commence with Town & Community Councils in respect of taking maintenance responsibility for shelters.
Review subsidised bus routes	Service Reduction	0.075	NM	Public opposition to the proposals	0.350	NM	Public opposition to the proposals	3	Remove current subsidised bus services and work with Town & Community Councils and the local community to deliver local community based travel arrangements
Totals		0.350			0.350				
Remove the subsidy for the Community Rail Officer	Service Reduction	0.010	NM	Regional partners concerns	-	-	-	1	FCC currently provides £10k towards the funding of the post

Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
Externalise the Stores Managed Service	Service Reduction	0.050	NM	Business case still to be developed	-	-	-	2	Align stores delivery to external provision or utilise Housing tender
Review operating arrangements and provision of Post 16 Transport	Service Reduction	-	-	Subject to the outcome of policy decisions from the Task & Finish Group	-	-	-	3	
Improve transportation arrangements through staggering School Hours	Service Reduction	-	-		-	-	-	3	
Review of the Travel arrangements for Music Service	Service Reduction	-	-		-	-	-	3	
Review of the transport arrangements for Faith Schools	Service Reduction	-	-		-	-	-	3	
Totals		0.060			0.000				
Externalise grass cutting service	Service Efficiency	0.025	NM	Contractor standards below in house and needs managing	-	-	-	1	The majority of area grass cutting is carried out by the in-house service with agency assistance to support existing staff. The operation requires a large amount of specialised plant and equipment which is not owned by the Council and hired at great expense. The intention is to incrementally tender the full function over a three year period - market testing against internal provision at each stage.
7 day operations across all service areas	Structural Review	0.025	NM	TU opposition to proposals	-	-	-	1	Following the Streetscene Review in 2012, Streetscene now operates a six day working week. The intention is to extend operations to Sunday which will require all staff to work some weekends during the year. The savings would be driven by reduction of vehicle fleet and plant.
Extend night working	Structural Review	0.025	NM	Pay enhancement needs reviewing	-	-	-	1	Streetscene introduced an evening shift in 2012. A small number of people work through the night (365 days a year) dealing with emergencies and small amounts of planned works. The proposal will see this level of work increase with operations such as gully emptying, town centre sweeping etc carried out during the evening and overnight period. The saving will be generated by reduction of plant and equipment.
Reduced Street Lighting Resource	Service Reduction	0.013	NM		-	-	-	2	The current standard of three days for the repair of every light, demands that a fixed level of resources is required by the service. By significantly reducing the standard for the majority of lights in the County whilst retaining it for those lights adjacent to vulnerable residents, e.g. sheltered homes - the number of staff required to operate the service and the number of vehicles can be reduced.
Remove second grass cut for highways verges	Service Reduction	0.020	NM		-	-	-	2	The current standard is to cut all highway verges twice a year. The proposal will be to reduce the standard to just once, retaining all cuts on visibility splays at the current frequency.
Final phase of public convenience review	Service Reduction	0.020	NM	Public opposition to the proposals	-	-	-	2	Implement final phase of the service review as previously approved by Cabinet.
Pass Maintenance Liability and Cleanliness of Cemeteries to Town & Community Councils	Service Reduction	0.050	NM	Part of CAT's proposal	0.000	NM	Part of CAT's proposal	3	The proposal is to pass all liability for the long term maintenance of cemeteries to Community Councils.
Reducing cleaning standard in the towns and enforce zero tolerance for littering	Service Reduction	0.000	NM	Subject to a reduction in littering	-	-	-	1	The Council currently has both CPE and Environmental Enforcement teams. Whilst numbers will reduce as part of the service review - this proposal would reduce or remove the service completely.
Diagnostic proposals Streetscene	Structural Review	0.050	NM	Productivity improvements - TU opposition to proposals	-	NM		1	Following the Fleet Review the proposal is to engage a diagnostic partner to carry out a review of the operations within the highway service and make recommendation to improve efficiencies. Implementation of these changes will be on a no win / no fee basis.
Probation Service to take on Litter Collections in some areas	Service Reduction	0.100		TU opposition to proposals	0.000			2	Currently all cleaning operations are carried out by full time Council employees. The proposal is to engage the Probationary Service to provide a resource on the Community payback Scheme to carry out this service on an SI A.
Part night lighting in all residential areas	Service Reduction	0.030	NM	Public opposition to the proposals	-	NM	Public opposition to the proposals	2	Introduce part night lighting in all residential areas. Subject to risk assessment lights will be turned off between 12pm and 5am.
Totals		0.358			0.000				

2.158

1.350

STREETSCENE & TRANSPORTATION	
Total value of Business Plan proposals	3.508

* £1.7 m Capital Investment required for PV panels at Brookhill and Standard

CATEGORISATION KEY	Count Number	Total 16-17	Revised Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	8	0.360	0.075
2 = Reasonably costed will need refining - The level of detail behind the costings/modelling is reasonable although further work will be required to ensure robustness and to deal with any changes in circumstances e.g. market conditions.	14	1.223	0.350
3 = High level costing requires detailed further modelling - The figures are included at a high level with uncertainty around some of the significant detail e.g. further work required to develop a specific proposal such as rationalising services/building	6	0.575	0.925

2.158

1.350

Business Plan Efficiencies for Social Care Portfolio - update for 2017/18

Specific 2016/17 Proposals	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
Older People									
Learning Disabilities									
Rationalise the number of sites where In-House short term care is provided	Service Reduction	0.140	M The duty to provide short term care is not compromised by this full year effect of the change introduced last year.	Rationalisation of sites has been achieved	Closed	M The duty to provide short term care is not compromised by this full year effect of the change introduced last year.		1	Rationalisation of short term care sites has been achieved and will bring about a full year benefit in 2016/17.
Consult on the potential to commission provision currently provided by In House Supported Living houses	Service Efficiency	0.065	M Duty to provide services for people with Learning Disabilities in appropriate settings; this model should achieve this.	Process of negotiation with families, service users and workforce underway; to be completed.	0.075	M Duty to provide services for people with Learning Disabilities in appropriate settings; this model should achieve this.	The process of negotiation with families, service users and workforce is ongoing. Outsourcing is becoming expensive due to NLW and Employer Pension Costs. Revise from £150k to £75k in 2017/18.	2	Criteria developed to identify Supported Living projects that may have the potential to be effectively delivered by the independent sector. There are 6 projects that are being considered. The number of projects that can be appropriately recommissioned from the independent sector, precise savings and timings will be clear once consultation has taken place alongside market capacity analysis. Indicative savings are subject to consultation.
Develop a 'progression' model for Supported Living	Service Efficiency	0.250	M Duty to provide services for people with Learning Development in appropriate settings; these models should achieve this.	Process of negotiation with families, service users and workforce underway; to be completed.	0.250	M Duty to provide services for people with Learning Development in appropriate settings; these models should achieve this.	Process of negotiation with families, service users and workforce is ongoing.	2	Adopt the progression model which supports people to live as independent lives as possible. This includes: <ul style="list-style-type: none"> • maximising technology as part of the support plan (telecare) • providing 'just enough support' in ways that build autonomy and personal resilience • maximise the use of Direct Payments • ensure progression is a key feature of 'transitional' arrangements for young people who have eligible needs This approach should improve peoples' quality of life as well as appropriately reducing support packages and the cost of support
Develop alternative approaches to in house day services and work opportunity schemes	Revenue Efficiencies	0.200		Process of negotiation with families, service users and workforce underway; but more progress is needed before assurity about delivery.	0.250		Process of negotiation with families, service users and workforce underway; but more progress is needed before assurity about delivery.	3	There is a variance in the care and support arrangements for clients across the day care and work opportunity settings. Some schemes support people with more moderate needs and have greater potential to move to alternative delivery models. Some of the services support people with very complex needs and the speed at which alternative models can be delivered varies along with the timescales and pace for releasing efficiencies. During the ADM challenge process it was suggested that due to the sensitivity of the service and reputational risks the full saving of £431K may not be achieved in 2017/18; therefore we are taking a phased approach and spreading the saving over 2 years.
Children's Services									
Service redesign in children's services	Structural Review	0.032	M Duty to provide Childrens and Safeguarding Services will not be be compromised by this redesign.	Consultation with workforce underway.	Closed	M Duty to provide Childrens and Safeguarding Services will not be be compromised by this redesign.		1	Review and realign structure within Childrens/ Safeguarding services.
Review commissioning with Action for Children	Voluntary Sector	0.035	NM	Potential for agreement made in 2015/16 to not be adhered to.	Closed	NM		2	Bring together contracts with Action for Children with a view to negotiating a reduction of 10% for the Arosfa and Family Project contracts and ending the funding for the summer playscheme and the therapeutic service

Managing the Childcare market	Voluntary Sector	0.016	M Duty to provide services for childcare sufficiency in appropriate settings in line with CSSIW regulations; this model should achieve this.	Living wage costs and more stringent regulatory requirements for child care providers mean that the market may become more fragile.	0.015	M Duty to provide services for childcare sufficiency in appropriate settings in line with CSSIW regulations; this model should achieve this.	Living wage costs and more stringent regulatory requirements for child care providers mean that the market may become more fragile.	2	Renegotiate the level of service commissioned from early years child care providers/organisations (3rd sector) with support provided to those parents with greatest/critical need
Align expenditure to critical statutory provision in Children's Services	Service Reduction	0.100	M Critical areas of provision will be protected within this proposal	Service review details to be worked through.	Closed	M Critical areas of provision will be protected within this proposal		1	Review and realignment of structure within Children's / Safeguarding service area.
Other/Generic									
Increase uptake of direct payments					0.100		We have increased the number of people receiving a direct payment over the last 3 years, and are reaching a ceiling as the rate of uptake is slowing. The figure for 2017/18 is a realistic projection.		

Totals	-	0.838			0.690				
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Further proposals in progress for 2017/18

Seeking ICF monies to fund care provision; we need to establish: - the final allocation of ICF - what it can be used for - an integrated Single Point of Access, fully implemented					0.500		Further work to be done		This is a work in progress in partnership with BCUHB
Negotiations with WG regarding the maximum charge for domiciliary care may release some monies. Subject to agreement we may become a pilot site for the re-introduction of charges. however, even if negotiations are successful, implementation will not impact on the full year for 2017/18. Therefore a notional value of £0.4M has been applied.					0.400		Further work to be done		Even if negotiations are successful, implementation will not impact on the full year for 2017/18. Therefore a notional value of £0.4M has been applied.

Business Planning Efficiencies for Education and Youth Portfolio

Specific 2016/17 Proposals	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
School Modernisation	Structural Review	0.187	M Reduction in over-capacity in school's network will be achieved through this programme		0.370	M Reduction in over-capacity in school's network will be achieved through this programme		3	School modernisation is subject to formal process and political decision and so outcomes cannot be identified at this stage with any certainty. Efficiency savings are based on estimated formula funding savings net of any costs. Impact of transport costs at
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).	Service Efficiency	0.017	NM					1	
Further remodelling of Music Service to move to "full cost recovery"	Service Efficiency	0.030	NM		0.035	NM		2	Increase charges for parents may result in reduction of number of learners which may impact on the viability of the service and may also result in adverse press and public comment.
Reduction in administrative IT support.	Structural Review	0.040	NM					1	
Additional Learning Needs	Service Efficiency	0.020	M Children & young people with additional learning needs will continue to be supported either by school action or school action plus					1	
English as an additional language/Gypsy Traveller Support - Current vacancy removal of post and remodelling of service delivery.	Service Efficiency	0.045	M Service remodelling to ensure ongoing mandatory compliance					1	
Speech & Language Service - Reduction in Service provision	Service Efficiency	0.007	M Children & young people with additional learning needs will continue to be supported either by school action or school action plus		0.040	M Children & young people with additional learning needs will continue to be supported either by school action or school action plus		1	As people leave the service loses expertise and resilience. Increasing pressure on schools to accept additional responsibility without additional resource.
Educational Psychology Service - Current vacancy removal of post	Service Efficiency	0.070	M Children & young people with additional learning needs will continue to be supported either by school action or school action plus					1	
Inclusion Welfare Service - current vacancies - reduction in full time equivalent posts to 8.5 officers.	Service Efficiency	0.040	M Service remodelling to ensure ongoing mandatory compliance					1	

Looked After Children Support	Service Efficiency	0.030	M Service remodelling to ensure ongoing mandatory compliance					1	
Youth Services - Youth Justice Service Staffing Reduction	Structural Review	0.025	M Service remodelling does not compromise ongoing mandatory compliance		0.022	M Service remodelling does not compromise ongoing mandatory compliance		1	Service has had a significant reduction in grant funding in 16/17 and this may impact on ability to make further efficiency savings.
Youth Services - reduction in caretaking	Structural Review	0.035	NM					1	
Youth Service Planned Management Reductions & Vacancy Management	Structural Review	0.037	M Service remodelling does not compromise ongoing mandatory compliance		0.083	M Service remodelling does not compromise ongoing mandatory compliance		1	Service aims to move to a 3rd sector commissioning model of delivery which will deliver a range of efficiencies.
SMIT reduction in staffing.	Structural Review	0.047	NM		0.019	NM		1	Achievement will be subject to the progress of the Regional Schools Management Information Team.
Education & Youth Portfolio Service Review Reduction in Management Structure	Structural Review	0.080	NM					1	
Home Tuition Service	Structural Review				0.042	M Service remodelling does not compromise ongoing mandatory compliance		1	Reduction in service provision impacting on young people
Pupil Referral Service	Structural Review				0.210	M Service remodelling does not compromise ongoing mandatory compliance		2	Full achievement of savings will be subject to the re-modelling of the pupil referral service. The timing of delivery of savings is a risk and is linked to issues around school modernisation programme.
Sensory Impairment	Structural Review	-	NM		0.052	M Service remodelling does not compromise ongoing mandatory compliance		1	Reduction in service provision impacting on young people
TOTAL		0.710			0.873				

EDUCATION AND YOUTH	
Total value of Business Plan proposals	0.710

CATEGORISATION KEY	Count Number	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	15	0.493	0.258
2= Reasonably costed will need refining - The level of detail behind the costings/modelling is reasonable although further work will be required to ensure robustness and to deal with any changes in circumstances e.g. market conditions.	2	0.030	0.245
3= High level costing requires detailed further modelling - The figures are included at a high level with uncertainty around some of the significant detail e.g. further work required to develop a specific proposal such as rationalising services/building	1	0.187	0.370
		0.710	0.873

Business Planning Efficiencies for Organisational Change Portfolio

ORGANISATIONAL CHANGE 1									
Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
Deeside Library Relocations	Service Reduction	0.030	Statutory duty for a comprehensive and efficient library service; proposals do not compromise this requirement.		0.020	Statutory duty for a comprehensive and efficient library service; proposals do not compromise this requirement.		1	Re-locate Mancot, Hawarden and Queensferry Libraries to Deeside Leisure Centre, offset by £20k one off funding in year 1
Community Asset Transfers	Service Reduction	0.544			-		-	2	Community Asset Transfer of i)Connahs Quay Pool, ii)Holywell Leisure Centres iii)potentially rural libraries iv)building transfer of Holywell and Broughton libraries
Alternative Delivery Models	Structural Review	-		NM	-		0.415		2
Totals		0.574			0.435				
Clwyd Theatr Cymru									
Proposal to reduce shows and increase productivity	Service Reduction/ Service Efficiency/ Income Generation	0.150	NM		-	-	-	1	Reduction in shows from 8 to 6, combined with a reduction in staffing costs, and increases in income from productions and related activities
Total Organisational Change 1		0.724			0.435				

ORGANISATIONAL CHANGE 2									
Catering									
Work process changes and office efficiency	Service Efficiency	0.005	NM		0.005	NM		1	Review of the office processes and paperwork flows drawing on best practice and increased use of electronic delivery.
Staff structural change	Structural Review	0.019	NM		-	-	-	1	Review of the catering service resources delivered to High Schools, Primary Schools, Residential Homes and Day Care Centres and the way the current service is delivered.
Stock management and control	Service Efficiency	0.077	NM		0.030	NM		1	Stock control management system has now been purchased and its use is being embedded within the service to deliver increased efficiencies.
Increase meal numbers (income)	Service Efficiency	0.080	NM		0.080	NM		1	Current performance and take up in schools is currently 39% with a recent study indicating that 43% should be a target that is achievable. This requires improved marketing and promotion of the catering service to increase take up.
Debt recovery (income)	Service Efficiency	0.010	NM		-	-	-	1	Manage more effectively the levels of debt relating to school meals and take appropriate action to tackle debt levels. This deliverable is now linked to a new debt process.
Totals		0.191			0.115				
Increased Growth									
Grow cleaning service into other areas such as leisure services, schools, care facilities.	Income Generation	0.003	NM		0.006	NM		1	
Different model of delivery (mobile)	Income Generation	0.004	NM		0.005	NM		1	Deliver a peripatetic cleaning service to areas of the County and in addition increase external market contracts.
Totals		0.007			0.011				
Security/Caretaking									
Staff reductions	Service Reduction	0.056	NM		-	-	-	1	Review undertaken for County Hall and close down at County Hall in place augmented by improved CCTV coverage around the campus.
Lock Down and Shift Pattern modifications	Service Efficiency	0.020	NM		-	-	-	1	Review position at Flint and modify service. Continue to review Mold service.
Totals		0.076							
CCTV									
Staff reductions	Service Reduction	0.040	NM		-	-	-	1	Rationalise service following a review to create efficiencies.
Income increase	Income Generation	0.010	NM		0.010	NM		1	A number of strands relating to recovery of fee income from system users based upon a more responsive and peripatetic provision, and reductions in system maintenance costs.
Totals		0.050			0.010				
Other									
Campus Management	Structural Review	0.030	NM		-	-	-	1	Rationalise service following a service review to create efficiencies.
Maintenance	Service Efficiency	0.005	NM		0.005	NM		1	Review budgets and reduce the level of maintenance to the main campus facility.
Totals		0.035			0.005				
Valuations & Estates									
Lease renewals	Income Generation	0.023	NM		0.021	NM		1	Increases in rental income on new leases, renewal of leases, agricultural rents and grazing licences.
Totals		0.023			0.021				
Office management									
Office management	Service Efficiency	0.002	NM		0.002	NM		1	Undertake a LEAN review of the office processes and paperwork flows drawing on best practice and increased use of electronic delivery of the service.
Estate management cost recovery (dilapidations etc)	Income Generation	0.005	NM		0.005	NM		1	Increased and more effective recovery from tenants of dilapidation costs following tenant
Totals		0.007			0.007				
Property Maintenance & Design									
Reduce maintenance budget	Structural Review	0.150			0.150	NM		1	Review of the councils existing corporate maintenance budgets in conjunction with a reducing property estate, through
Totals		0.150			0.150				
Office running costs									
Office running costs	Service Efficiency	0.004	NM		0.004	NM		1	Undertake a review of the office running costs, reducing accommodation space and service cost.
Office management	Service Efficiency	0.005	NM		0.005	NM		1	Undertake a review of office processes and paperwork flows drawing on best practice.
Totals		0.009			0.009				
Valuations & Estates									
Staff Reductions	Service Reduction		NM		0.150	NM		1	Salary savings within Valuation & Estates, subject to a review.
Property Maintenance & Design	Income Generation		NM		0.030	NM		2	A new SLA with schools to manage their school
Totals		0.159			0.339				
Total Organisational Change 2		0.548			0.508				

TOTAL ORGANISATIONAL CHANGE 1.272 0.943

ORGANISATIONAL CHANGE	
Total value of Business Plan proposals	2.215

CATEGORISATION KEY	Count Number	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	22	0.728	0.498

Business Planning Efficiencies for Corporate Services

Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
PEOPLE & RESOURCES - FINANCE									
Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies	Service Efficiency		M			M		3	The new budget monitoring software is being rolled out to fully automate the process from 2016/17. A review of the finance operating model is also being undertaken in 2016/17 which will incorporate the outcomes of the software together with a review of other processes.
Phased roll out of new finance model.	Structural Review		M			M			
Totals		0.135			0.270				
PEOPLE & RESOURCES - HUMAN RESOURCES & ORGANISATIONAL DESIGN									
Effective people management skills to increase levels of Managers' self sufficiency	Service Efficiency		-			-			Demand management exercise to upskill managers to become increasingly self sufficient in managing their people /teams.
Redefine clear roles and responsibilities for Human Resources (HR) / managers	Service Efficiency		-			-			Complements the exercise above in that the roles and responsibilities of HR and managers need to be redefined for the future and will reduce reliance on HR resources.
Review of Human Resources & Organisational Design operating model and job roles	Structural Review		-			-			To review the operating model and structure for Human Resources & Organisational Design to better meet the organisation's future requirements.
Further roll-out (50%) of Flexible & Agile Working arrangements (phase 1)	Service Efficiency		-			-			Promotion and implementation of flexible and agile to reduce accommodation space.
Implementation of iTrent Self Service to Schools	Service Efficiency	0.115	-		0.148	-		2	Reduction of reliance on corporate and Schools administrative processes thereby creating efficiencies in workforce.
DBS Recharges	Income Generation	-	-	-	0.080	M		2	Carrying out DBS checks is a mandatory duty; but recharging for doing them isn't.
Totals		0.115			0.228				
GOVERNANCE - LEGAL									
Increase income	Income Generation	0.015	M		0.000	-	-	1	To increase the fees recharged to developers etc entering legal agreements with the council in line with other councils in Wales (the income earned as a % of the service budget is approximately half that of other councils).
Staffing service review	Structural Review	-	-	-	0.000	M		2	Legal Services consists of 2 teams which will be combined under a single manager. Work will be collaboratively shared with Wrexham to increase skills mix and spread peaks/troughs in demand.
Totals		0.015			0.000				
GOVERNANCE - ICT									
Reduction in management, staff and non pay costs	Structural Review	0.300	NM		0.350	NM		2	The service will review licencing costs based on the reducing council workforce and has reduced technology costs by re-procuring some suppliers. The service is also increasing income through hosting services and the digital print room. The service will also be reducing the retained capacity for change and transformation, and future projects will need to be specifically resourced.
Education ICT	Service Efficiency	0.220	NM		0.000	-	-	1	Remodelling of service to create efficiencies.
Totals		0.520			0.350				
CHIEF EXECUTIVE'S									
Voluntary Sector Grants review	Service Efficiency	0.070	NM		0.055	NM	Some Social Services arrangements may not be delivered; needing collaboration agreement.	2	Revised core funding agreements with voluntary sector partners to reflect new models of delivery and revised funding arrangements.
Totals		0.070			0.055				

TOTAL CORPORATE SERVICES	0.855	0.903
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CORPORATE SERVICES	2.483
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CATEGORISATION KEY	Count Number	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	2	0.235	0.000
2= Reasonably costed will need refining - The level of detail behind the costings/modelling is reasonable although further work will be required to ensure robustness and to deal with any changes in circumstances e.g. market conditions.	6	0.620	0.633
3= High level costing requires detailed further modelling - The figures are included at a high level with uncertainty around some of the significant detail e.g. further work required to develop a specific proposal such as rationalising services/buildings.	0	0.000	0.270
		0.855	0.903

Business Planning Efficiencies for Community and Enterprise Portfolio

Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 Outline OPTIONS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
CUSTOMER SERVICES									
Close the personal answering service for main switchboard telephone calls	Structural Review	0.065	NM		-	-	-	1	full year effect of 15/16 saving
Review of Fees and Charges for Registration Service	Income Generation	0.010	NM		-	-	-	1	Increased fees for weddings
Telephone Contact Centre savings	Structural Review	0.100	NM		-	-	-	2	Range of options under consideration to deliver savings - Part Year Effect
Customer Services Team Restructure	Service Efficiency	0.014	NM		-	-	-	1	Reduction in team costs
Review of Flintshire Connects budgets	Service Efficiency	0.040	NM		-	-	-	1	Reduction in office costs
Total Customer Services		0.229							
HOUSING REGENERATION									
Energy Efficiency Framework	Income Generation	0.050	NM		-	-	-	2	Charge partners for use of councils framework
Housing Regen and Strategy further Capitalisation	Service Efficiency	0.030	NM		-	-	-	1	Capitalisation of staff costs
SHARP Framework	Income Generation	0.020	NM		-	-	-	1	Charge partners for use of councils framework
Total Housing Strategy		0.100							
COMMUNITY SUPPORT SERVICES									
Welfare Rights Team Review	Structural Review	0.048	NM		-	-	-	2	Consider model of service delivery to safeguard provision of welfare rights service and deliver savings
Community Support Services - Management Restructure	Structural Review	0.012	NM		-	-	-	1	Full year effect of reduction of 1 Manager post
Community Centres	Income Generation	0.048	NM		-	-	-	1	Charge Housing Revenue Account for usage
Community Based Accommodation Support Service	Structural Review	0.062	NM		-	-	-	1	Reduction of 3 posts over 2 years through voluntary redundancy and vacancy management. Service supplemented by volunteers providing good neighbour service
Increased use of leased properties to reduce B&B expenditure	service efficiency	0.060	M This proposal does not compromise our mandatory duty to support people who are homeless		-	-	-	1	Maximising Housing Benefit income through property leasing. Reduce B&B expenditure
Response Service for Older People	service efficiency	0.020	NM		-	-	-	2	Alternative model for out of hours response service
Bed & Breakfast Charging	Income Generation	0.005	M This proposal does not compromise our mandatory duty to support people who are homeless		-	-	-	1	Year 2 of charging to partially offset service cost
Supporting People restructure	Structural Review	0.015	NM		0.015	NM		1	Reduce staff costs to reflect grant reductions
Galw Gofal Contract Fees	Service Efficiency	0.030	NM		0.020	NM		1	Reduction in fee paid to Galw Gofal
Review of Financial Assessments	Structural Review	-	-	-	0.030	M		2	Joined up financial assessment service to deliver improved customer experience. 1 post saved
Out of Hours	Service Efficiency	-	-	-	-	-	-		Consideration of options around joint working with Streetscene
Total Community Support Services		0.300			0.065				
REVENUES AND BENEFITS									
billing / administration / budget costs	Service Efficiency	0.039	M This proposal does not compromise our mandatory duty to administer or collect local taxes		-	-	-	2	Saving in admin costs as more people receive e bills together with proposals to reduce revenue budget in specific budget lines
Staff restructure to match staff costs to Department of Works and Pensions grant for benefits	Structural Review	0.100	M This proposal does not compromise our mandatory duty to administer Housing Benefit		0.100	M		1	Reduction in posts could pose a financial risk through potential subsidy loss. There is also a further financial risk due to an ever decreasing subsidy administration grant from DWP
In-house bailiff service	Income Generation	0.060	NM		0.010	NM		1	Income target already agreed by Cabinet - summer '14. Second year of trading should produce additional surplus as stated, especially with potential joint working with other local authorities
150% charge on long term empty properties	Income Generation	-	-	-	0.500	M		2	Utilisation of new powers for empty and second homes
Reduction in NDR charitable reliefs	Service Efficiency	-	-	-	0.080	NM		2	Reduction in scale of support provided with enhanced hardship fund
Fraud expenditure budget reduction	Service Efficiency	0.045	NM		-	-	-	1	Service outsourced. Budget saving identified
Council Tax Reduction Scheme	Service Efficiency	0.329	M This proposal does not compromise our mandatory duty to provide people with support for a Ctax reduction		-	-	-	2	Match budget to recent spend. Liable to in year risk
Total Revenues and Benefits		0.573			0.690				
BUSINESS DEVELOPMENT									
Supplies and Services reduction	Service Efficiency	0.003	NM		0.003	NM		1	Admin cost saving
Business Development Restructure	Structural Review	0.020	NM		-	-	-	1	Service restructure
Total Business Development		0.023			0.003				
SUPPORT SERVICES									
Reduction in Training Admin	Structural Review	0.010	NM		-	-	-	1	Service restructure
Total Support Services		0.010							
REGENERATION (PLACES)									
Reduction in scale of service	Structural Review	0.045	NM		-	-	-	2	Service restructure
Reduce community environmental projects	Voluntary Sector	0.009	NM		0.009	NM		1	Reduced budget for third sector commissioning of environmental projects
Earned Income recharge of management costs to Regeneration Projects	Service Efficiency	0.012	NM		0.013	NM		1	Capitalise or recharge staff costs to project income
Total Regeneration (Places)		0.066			0.022				
SENIOR MANAGEMENT RESTRUCTURE									
20% Recharge of Wardens Service to HRA	Service Efficiency	0.153	NM		-	-	-	2	Charging for Housing Management Service carried out by support staff
Total Senior Management Restructure		0.208			0.027				
TOTAL COMMUNITY AND ENTERPRISE		1.509			0.807				

Community & Enterprise	
Total value of Business Plan proposals	2.316

CATEGORISATION KEY	Count Number	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be relied upon not to change significantly	22	0.725	0.197
2 = Reasonably costed will need refining - The level of detail behind the costings/modelling is reasonable although further work will be required to ensure robustness and to deal with any changes in circumstances e.g. market conditions.	11	0.784	0.610
3 = High level costing requires detailed further modelling - The figures are included at a high level with uncertainty around some of the significant detail e.g. further work required to develop a specific proposal such as rationalising services/buildings.	0	0.000	0.000

1.509 0.807

Corporate Finance Efficiencies

No	Specific 2016/17 Proposals and 2017/18 Options	Type	16-17 PROPOSALS £m	16-17 MANDATORY duties	16-17 RISK status of ACCEPTABILITY and DELIVERABILITY	17-18 PROPOSALS £m	17-18 MANDATORY duties	17-18 RISK status of ACCEPTABILITY and DELIVERABILITY	Categorisation of financial robustness	Explanation
Central and Corporate Finance										
1	Essential Car User Allowance and use of pool cars	Service Efficiency	0.500	NM		0.150	NM		2	Efficiency from removal of Essential Car User allowance and further use of pool cars
2	Reduction in provision for increase in pension contributions in 15/16 and 16/17	Service Efficiency	1.360	NM		-	-		1	Due to reducing workforce numbers the costs of the employers pension contributions is projected to underspend as part of the 15/16 revenue monitoring (£0.900m) and this position also impacts on the pressure for 16/17 (£0.460m)
3	Removal of Historical NSI Provision	Service Efficiency	0.350	NM		-	-		1	Removal of Historical NSI Provision. Underspend from 14/15 £0.240m and current estimate underspen of £0.110m in the current year due to continuing low inflation rates impacting on demand.
4	Welsh Independent Living Fund efficiency	Service Efficiency	0.300	NM		-	-		1	Grant will continue to be funded for a further year as a specific grant. This was a pressure within Social Services but has been moved in year to Central & Corporate due to it not being required in 15/16.
5	Workforce Efficiency	Service Efficiency	0.500	NM		-	-		3	
6	Additional Income Generating Activities	Income Generation	0.500	NM		-	-		3	
7	Reduced Contributions	Service Efficiency	0.017	NM		-	-		1	Reduced contribution
Totals			3.527			0.150				
TOTAL CENTRAL AND CORPORATE FINANCE			3.527			0.150				

CENTRAL AND CORPORATE FINANCE	
Total value of Business Plan proposals	3.527

CATEGORISATION KEY	Total 16-17	Total 17-18
1 = Fully Costed and Safe - Very detailed costings/modelling undertaken and the accuracy can be <u>relied upon not to change significantly</u>	2.027	0.000
2= Reasonably costed will need refining - The level of detail behind the costings/modelling is reasonable although further work will be required to ensure robustness and to deal with any changes in <u>circumstances e.g. market conditions</u> .	0.500	0.150
3= High level costing requires detailed further modelling - The figures are included at a high level with uncertainty around some of the significant detail e.g. further work required to develop a specific proposal such as <u>rationalising services/buildings</u> .	1.000	0.000
	3.527	0.150

Appendix B

Summary of Overview & Scrutiny Committee Observations on the Portfolio Business Plan Efficiency Proposals

Issues which were common to several committees	
Need to maintain strong representations on funding to the Welsh Government (WG)	An assurance was given that the council would continue to lobby the appropriate cabinet Minister
Concern at the potential impact of further savings	Any further cuts are likely to affect service delivery
Concern that the public do not understand the reasons behind the financial pressures and the need for efficiencies	There will be a further public consultation exercise.
Corporate Resources O&SC 16th June 2016	
Will increased collaborative working contribute to the business plan efficiency proposals?	This is the intention: there will be more regional working with greater focus on economic activity. This may be supported by benchmarking with other authorities and common use of software.
There is a need to focus on Legal and Finance where value for money, efficiency and resilience are amber rated.	Acknowledged. Temporary investment is to improve working practices and help deliver necessary efficiencies
Organisational Change O&SC 28th June 2016	
The importance of emphasising the 'underfunded council' arguments, especially apposite for a county of small towns and communities without the economy scale of a single large town.	Acknowledged and welcomed.
The 'back office' functions are essential to sustain the whole of the organisation.	Acknowledged.
Need to maintain impetus with Alternative delivery Models and Community asset transfers in a robust and timely manner.	Acknowledged.
Social & Health O&SC 28th June 2016	
The benefits of early sign-posting where re-ablement is not an option, for example in supporting those with mental health issues.	Acknowledged, with a role for Single Point of Access teams.
The problems of an ageing population with an expected 23% rise over the next four years.	The extra care model is appropriate in caring for and supporting the needs of individuals.

Increased charges form independent fostering and adoption agencies.	The current regional arrangements on fostering and adoption are robust and an all wales approach is to be introduced.
Representations should be made to increase the 'Hospice at Home' initiative	This will be raised with BCUHB.
Education & Youth O&SC 7th July 2016	
Concern that the £14.4M between income and cost pressures could have implications for small schools.	It was confirmed that the current savings do not included further school reorganisation proposals
Community & Enterprise O&SC 13th July 2016	
What cost reducing alternatives have been sought for bed and breakfast accommodation for homeless people?	A change in legislation which will reduce the threshold is expected. Single people are offered alternative provision and there is collaboration with Denbighshire, and further collaboration on larger projects is being considered
The committee accepted the evidence presented that the council cannot go beyond the current business plans without putting services at risk.	Acknowledged.
Environment O&SC 19th July 2016	
The need to maintain services in rural areas where there could be safety issues in not doing	Safety is a priority and specific concerns should be made directly to the appropriate Streetscene supervisors.
Cuts within the portfolio impact on all residents	Acknowledged.
The need for greater clarity on what can be recycled	An education campaign is to take place.
What are the implications for the services within the portfolios if the risk levels move from amber to red?	The amber risks support the case to WG for a national debate on funding.
Do the 2017/18 efficiencies meet the 30% target?	The efficiencies for Planning & Environment are 27.6% of budget, extending to 30% over three years, with those for Streetscene & Transportation as a whole being 34%.

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Summation of Efficiency and Resilience Statements				Appendix C	
Portfolio Functions	<u>VfM</u> Achievement of performance outcomes cost effectively	<u>Efficiency</u> Cost invested against performance output	<u>Resilience</u> Ability of our resources and capability to meet priorities, performance targets and obligations		
Corporate Services					
HR&OD					
ICT					
Legal					
Finance					
Community and Enterprise					
Regeneration / Enterprise					
Revenues					
Benefits					
Customer					
Education and Youth					
School Modernisation					
School Improvement Service					
School Improvement Systems					
Integrated Youth Service					
Organisational Change 1					
Libraries					
Leisure					
Organisational Change 2					
Facilities Management					
Property					
Planning and Environment					
Development					
Strategy					
Access					
Community					
Business					
Minerals and Waste					
Streetscene and Transportation					
Waste Services					
Streetscene Services					
Fleet Services					
Transportation					
Social Services					
Adult Services					
Childrens Services					
<p><i>This table represents the Efficiency, Resilience and Value for Money statements that were presented at each of the Overview and Scrutiny Committees in July. Explanations of what we mean by each of these terms are in the table headings and each Scrutiny Report provided an overview of the approach.</i></p>					

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CABINET

Date of Meeting	Tuesday, 20 th September 2016
Report Subject	Growth Vision and Strategy for the Economy of North Wales
Cabinet Member	Leader of the Council and Cabinet Member for Finance and Cabinet Member for Economic Development
Report Author	Chief Executive and Chief Officer Community and Enterprise
Type of Report	Strategic

EXECUTIVE SUMMARY

This report presents the *Growth Vision for the Economy of North Wales*. The vision, which is being presented to all six councils for adoption, sets out a clear ambition for North Wales for infrastructure development, skills and employment, and business growth. If funding is secured in phases for the supporting action plan then the region will be able to see a positive future for sustainable economic growth. The region has been invited by the UK Government to make a Growth Bid for investment in infrastructure, skills and Economic Growth planning in parallel to the Growth bids emerging within regions of England. The vision is a precursor to a formal Growth bid.

The council has also been working closely with partners in the Mersey Dee Alliance, Economic Ambition board, North Wales Business council and West Cheshire and North Wales Chamber of Commerce, to develop and launch a prospectus for rail improvement across North Wales and the Mersey Dee area as a requirement to support improved economic growth. This report presents the prospectus for cabinet support and endorsement.

RECOMMENDATION

1.	To approve the “Growth Vision for the Economy of North Wales” as the basis for negotiation with the UK and Welsh Governments over a Growth Bid for the region.
2.	To support and endorse the prospectus for Rail Improvement “Growth Track 360”.

REPORT DETAILS

1.00	PURPOSE OF THE VISION AND STRATEGY
1.01	Attached to this report is the <i>Growth Vision for the Economy of North Wales</i> . The Growth Vision is being presented to all six councils in North Wales for adoption.
1.02	The vision sets out a clear ambition for North Wales for infrastructure development, skills and employment, and business growth. If funding is secured in phases for the supporting action plan then the region will be able to see a positive future for sustainable economic growth. The value of the North Wales economy could increase from £12.8 billion in 2015 to £20 billion by 2035 under this programme and generate an additional 120,000 new employment opportunities.
1.03	The region has been invited by the UK Government to make a Growth Bid for investment in infrastructure, skills and economic growth planning in parallel to the Growth Bids emerging within regions of England. This means that the region is being recognised in its own right. Flintshire is ensuring that any Growth Bid is closely interconnected with planning in the immediate North West of England. The vision is a precursor to a formal Growth bid.
1.04	The vision is made possible by collaboration and partnership working with a strong private sector involvement. The vision builds on the strong alliances and joint planning across in the region through the work of the North Wales Economic Ambition Board and, cross-border, with the Mersey Dee Alliance and the Cheshire and Warrington Local Enterprise Partnership. There has been extensive consultation during the process of developing the vision.
1.05	The region is keen to pursue the invitation of the UK Government for North Wales to open discussions over a Growth Bid. To follow the preliminary meetings held with Government representatives over recent months, the formal presentation of the vision is the first major step towards making a Growth Bid. The Vision sets out our aims and aspirations for “a confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and its connection to the economies of the Northern Powerhouse and Ireland”.
1.06	The Vision is supported by the leaders and chief executives of all six unitary authorities within the region, the North Wales Business Council, Bangor University, Glyndwr University, Coleg Cambria and Grwp Llandrillo – Menai (College). North Wales is a united region with a strong sense of identity. The Vision gives clear direction for future planning. The Vision is also supported by the North Wales Economic Ambition Board which has a broad membership representing the public, private, education and third sectors. This demonstrates that there is a broad base of support across the sectors of the region. Given this base and strength of support, we can be confident that there will be collectivism and momentum in the planning and delivery of jointly agreed priorities.

1.07	The region views a Growth Bid as one of the vehicles to secure investment to achieve the aims and aspirations of the Vision from now until 2035. The Vision should succeed in bringing together the UK Government and Welsh Government with shared purpose to capitalise on the potential of the region. The vision complements the developing strategy for the Northern Powerhouse, is fully integrated with the Growth Bid submission of the Cheshire and Warrington Local Enterprise Partnership, and has the Growth Track 360 for rail investment at its core. By building an investment strategy around this outward-looking vision we can succeed in capitalising on the opportunities within the North Wales region whilst adding value to a connected and cumulative set of regional plans for Northern England and the wider UK economy.
1.08	The region is requesting an early opportunity to present the vision to the Treasury and the Wales Office and to open discussions on investment needs, priorities and expectations. The Cabinet Secretary for Economy and Infrastructure of the Welsh Government has already given his informal support to the concept of a growth strategy for North Wales which is integrated with the macro planning for North West England and has connectivity to the wider UK economy. Welsh Government recognises that the Vision directly supports the growth of the advanced manufacturing and energy sectors which are prioritised by Welsh Government as the two lead sectors for the region.
1.09	Following a rail summit in North Wales last year, the North Wales and Mersey Dee rail task force was established to co-ordinate action and reduce institutional complexity in this unique cross border area. It provides a single approach to delivery in an area of five Enterprise Zones, eight Local Authorities, two national governments and a vibrant and varied private sector. Partners are aligned to recognise one economic area and one unified transport network to serve it. Investment in rail improvement has the potential to transform the economy and allow our workforce to better access opportunities both inside and outside the region. The prospectus identifies both short and long term priorities and is attached as Appendix 2 to this report. The prospectus has been submitted to the UK and Welsh Government and work is underway to take forward the development of early priorities.

2.00	RESOURCE IMPLICATIONS
2.01	None at this early stage.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Extensive consultation underpins the vision document as set out in the report.
3.02	The Growth Track 360 prospectus attached to this report, includes a selection of the endorsement and support for the rail improvements identified and needed across the region, from a broad range of stakeholder groups and individual businesses.

4.00	RISK MANAGEMENT
4.01	None at this early stage.

5.00	APPENDICES
5.01	<i>Growth Vision for the Economy of North Wales.</i>
5.02	<i>“Growth Track 360” rail prospectus.</i>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Chief Executive Telephone: 01352 702101 E-mail: chief.executive@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Local Enterprise Partnerships (LEP) - Set up in England in 2011, by the Department for Business innovation and skills to lead economic growth and job creation across a region. They are voluntary partnerships between Local Authorities, and business.</p> <p>Growth Deal – funds provided to LEP’s (or Local Authority partnerships in Wales), for projects that benefit the local area and the economy.</p> <p>Devolution deals- have no set format, but involve the devolution of powers and budgets for the delivery of services across a region. In England to date this has included the appointment of a directly elected Mayor, to lead a new “combined local authority”.</p> <p>North Wales Economic Ambition Board – partnership of local authorities, private sector, education institutions, working to develop stronger economic growth for the North Wales region.</p> <p>Mersey Dee Alliance – partnership of Flintshire, Wrexham, Wirral and Cheshire West and Chester Councils, with private sector, and education institutions, working together for sustained economic growth in the cross border region.</p>

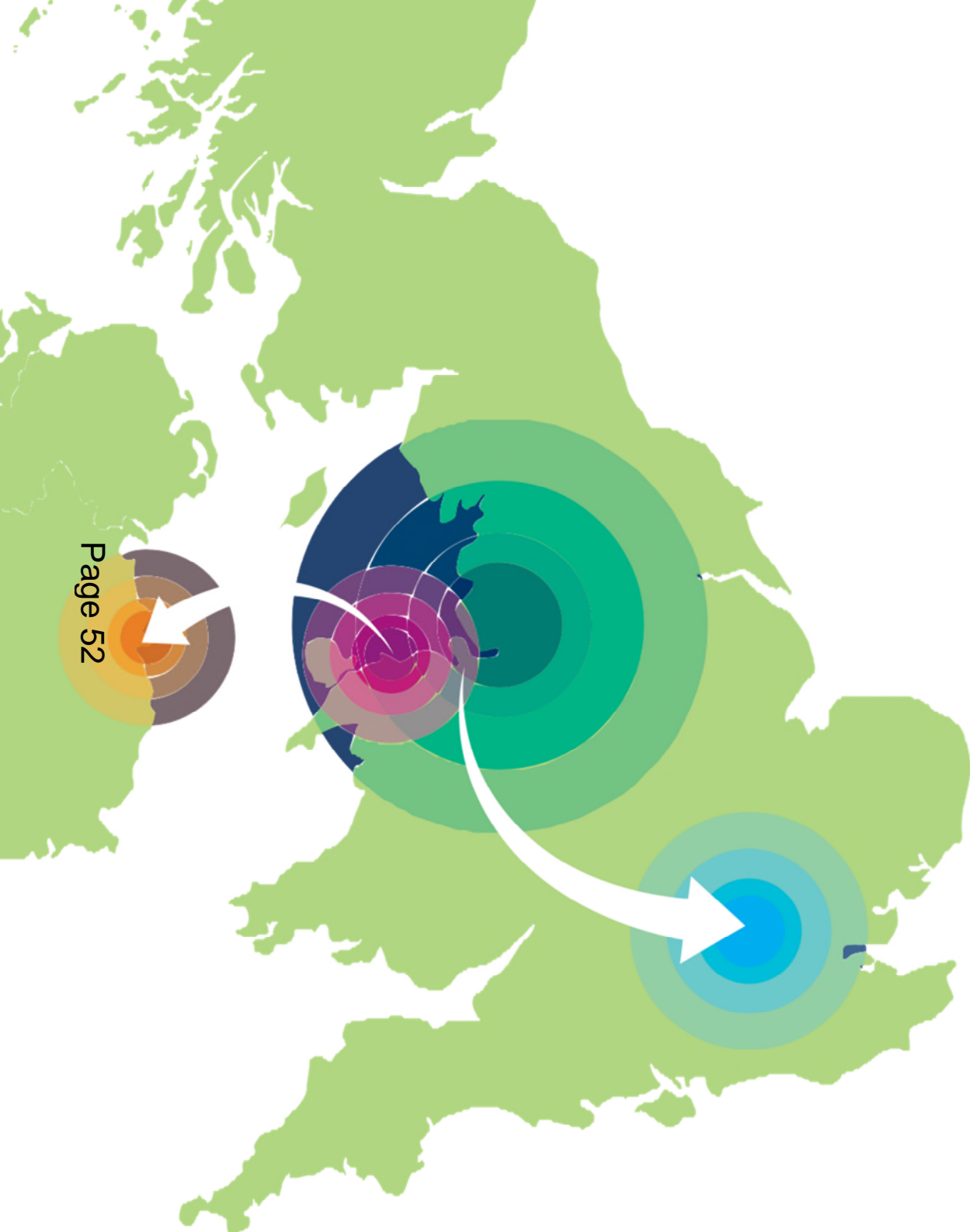
A Growth Vision for the Economy of North Wales

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north wales economic ambition board
bwrdd uchelgais economaidd gogledd cymru

July 2016



“A confident, cohesive region with sustainable economic growth, capitalising on the success of high value economic sectors and its connection to the economies of the Northern Powerhouse and Ireland.”

GROWTH VISION FOR NORTH WALES

This is a single, joined-up vision for economic and employment growth for North Wales. It will be achieved through collaboration and partnership working, with a strong private sector involvement and a *“Team North Wales”* approach, building close economic relationships with neighbouring areas.

It will also create the conditions to support the delivery of the UK Governments’ National Infrastructure priorities in North Wales, particularly Wylfa Newydd – which is one of the largest private sector investments into the UK – and the rail modernisation project from Crewe to Holyhead, which will include electrification.

Our ambition for North Wales in 2035 is put forward in section 2 of the paper, with sections 3 and 4 setting out our Strategy and Action Plan of projects to deliver growth and enable the private sector to invest and boost productivity.

The purpose of this paper is to identify our vision for growth for North Wales, and to set out our Strategy and package of projects to realise that vision.

Various funding programmes will be explored to support the implementation of the Strategy and Action Plan of Projects, particularly a Growth Deal proposal with the UK and Welsh Governments.

The aims behind the vision are:

- To improve the economic, social, environmental, and cultural well-being of North Wales;
- To support and retain young people in the region’s communities;
- To address worklessness and inactivity across the region;
- To support and enable private sector investment in the region to boost economic productivity and to improve the economic and employment performance of North Wales.

Centre for Solar Energy Research,
Glyndŵr University



NORTH WALES IN 2035.....

Delivery of the vision will be powered by high value economic clusters throughout North Wales.

The **energy cluster** will have expertise around energy generation, low carbon technologies and processes, with businesses well-equipped to exploit opportunities as a result of investment in Wylfa Newydd, Trawsfynydd Small Modular Reactors and off-shore wind, biomass and tidal energy projects. Businesses within the cluster will have strong linkages with leading energy research centres, especially in the Northern Powerhouse area, so as to facilitate effective knowledge exchange, innovation, high quality research and development, and technology commercialisation.

Importantly, synergies with energy sector cluster development activity in neighbouring regions will be fully exploited, especially supply chain opportunities. North Wales, together with the cross-border area and North West England, will be positioned as one of the leading UK locations for energy generation and energy related supply chain investment, with expertise in business and academia to seize opportunities for the global demand for low or zero carbon energy.



in this cluster, building on a strong network of anchor companies with international profile and a competitive edge in aerospace, materials and processes, marine and environmental engineering, automotive, electronics and food.

Anchor companies in this cluster will be supplied by SME's within the region with a reputation for high quality. The cluster will benefit from a portfolio of well serviced development sites as well as the availability of applied knowledge assets and facilities, especially in higher education. Growth in this cluster will be driven in particular by Enterprise Zones (such as Deeside Enterprise Zone), as well as new investment in the Northern Gateway, Deeside; Wrexham Industrial Park; St. Asaph Business Park; Parc Bryn Cegin, Bangor and Parc Cybi, Holyhead.



The **digital cluster** will become an integral part of the region and the rapid growth of many digital businesses will confirm North Wales' position as a UK hub of technology excellence.

The diverse digital sector, including high performance computing, data analytics, media, cognitive computation etc., will be pivotal to the region, forging new innovative sectors and creating new ways to doing business.

The digital cluster will be the engine room for growth in North Wales, building on the competitive advantages in terms of academia, quality of life and outstanding natural beauty, and a quality infrastructure.

Creative industries, software development, health technology and financial science will all be part of such a cluster, building their own momentum for growth. Our strength in digital technology will be powered by strong applied research from the region's Universities and Further Education Colleges with electrical and software engineers driving the specialism in hardware and wireless communication. Some strategic sites will provide a focus for activities in the digital sector, in particular Menai Science Park, Wrexham Technology Park and St. Asaph Business Park.

The region will have a high concentration of digital companies – a significant technology cluster, creating a real and genuine “buzz” that will succeed in inspiring young people and creating an image of a modern, well-connected and outward looking region.

North Wales is economically connected to the **Northern Powerhouse**. Administrative boundaries will not be a barrier, with the economy of North Wales inextricably linked and closely aligned to North West of England.

Cross border collaboration will take place on the delivery of strategic projects, such as transport, and the development of key high value clusters which will boost economic performance and productivity.

Some of the key transformational projects in the region, such as Wylfa Newydd and Trawsfynydd Small Modular Reactors, offer huge potential synergy with the energy cluster in the Northern Powerhouse, and will directly benefit from the advanced manufacturing expertise within organisations such as the Nuclear Advanced Manufacturing Research

Centre based in Sheffield and the University of Manchester's Dalton Institute.

The region will also benefit from developing trade, commercial and business links with Ireland. The economic advantages of being positioned between major economic centres such as Manchester and Dublin will be maximised – further increasing our appeal as a major business destination.

The improvement of the regional transport and economic infrastructure will both support sustainable housing growth and improve



access to the region to promote its visitor offer. Delivery of the Vision will be integrated into plans for sustainable community planning and development which respect the unique cultural and linguistic characteristics of the region.

Achieving this ambition will ensure that North Wales will have a strong regional offer to the UK and Welsh Governments. This offer will be a concentration of innovative businesses in high value economic clusters embedded in the region, capitalising on the high level skills base, quality infrastructure and excellent connections to the Northern Powerhouse. Such a concentration will establish North Wales as a “Locality of Excellence” for the location of businesses in high value clusters and as a consequence, boosting UK productivity levels and re-balancing the economy.

STRATEGY TO DELIVER THE VISION

At the heart of our vision is the desire to improve **productivity**, **competitiveness** and **growth** across North Wales.

It has been developed and agreed by a wide partnership of people, organisations and the private sector who share a pride in, and ambition for, an area with unique assets, challenges and opportunities.

The focus will be on creating the appropriate conditions for high value economic clusters such as energy, advanced manufacturing and digital sector to flourish and boost their contribution to the performance of the economy.

This will be achieved by building on the strengths of the existing business base and overcoming barriers and challenges by delivering a package of strategic projects which are needed for positive change to transform the economy.

Increasing productivity is a key goal. However, to achieve this successfully, and to deliver a more successful and balanced economy, long term investment will be required to tackle long term challenges, especially around transport, skills and employment, business support and housing

needs.

The Strategy will deliver the vision of increased productivity, growth and jobs by focusing on the following:



Improving the infrastructure across the region, especially transport and digital, to facilitate and enable economic investment and to unlock the economic potential of North Wales. Digital technology needs to be significantly upgraded to act as a key enabler for productivity and driver of innovation and international trade. There is also a need to focus on improving access to employment sites, and to address traffic congestion problems on certain road routes, especially in the cross-border area. Investment also needs to take place in the North Wales railway network – the electrification of the railway line is a priority as well as improving the frequency, speed and the quality of rail services and the rolling stock. The region also needs to ensure that there is a portfolio of market-responsive, well-served, readily available development sites that meet the needs of current and future economic sectors and clusters, especially along the A55 corridor. This is crucial if we are to become the

favoured location of businesses and attract investment. The housing offer across North Wales - a key component of enabling growth - will have to respond to demographic shifts and cater for housing need across the region. There will be a need to encourage schemes that provide quality homes across a range of tenures, to suit a range of income levels and aspirations close to major employment centres.

Improving and upgrading the region's skills base and providing employment growth, focusing in particular on improving the supply of advanced skills in the high value economic clusters and tackling worklessness. Employers in the region need to be supported to drive skills provision that responds to their needs, retaining flexibility to respond to evolving requirements. We also need to ensure that young people and adults in the region are equipped with the skills that employers need, and ensure that the area provides an attractive employment proposition to attract and retain workers, particularly those with high level skills. The

Advanced Manufacturing Centre at Deeside, the Aerospace Technology Centre at Broughton and the new Skills Centre for Energy and Environment at Llangefni are examples of key projects that need to be delivered to support the skills agenda. The education system across the region will have to become more demand-led, reflecting the priorities of employers and growth sectors in the education curriculum. We also need to ensure that those seeking work have the skills to access sustainable employment, whilst those in work need to be supported to develop



their potential. Worklessness will be tackled through the delivery of integrated and co-ordinated programmes that will focus specifically on the individual's needs and circumstances – providing them with the confidence and the support to access the labour market.

Promoting and supporting business growth and innovation, especially in key sectors, and strengthening supply chains within the region. We need to create a highly supportive and competitive environment for our businesses, so that they remain resilient and embedded locally. It is crucial that this support is effectively co-ordinated, especially through a Team North Wales approach. Businesses in the region will also have the opportunity to capitalise on major private sector investment schemes, such as Wylfa Newydd, Deeside Enterprise Zone, Orthios Holyhead, and it is crucial that they are supported and equipped to access the relevant supply chains and retain expenditure regionally. We also need to boost growth in our enterprise pipeline across exports, innovation and business start-ups, especially through interventions that have the full engagement and commitment of the private sector. We also need to ensure that the appropriate services and facilities are available in the region to support the business sector to access research and development resources, in particular from higher education and further education. Pro-active marketing initiatives are also required in order to attract new investment, building on the strengths of various localities across the region, and establishing North Wales as a key destination. Put simply, we need to be “better known” as a high quality and excellent location for new investment, particularly in the high value economic clusters.

The balance of benefits will be shared to support the sustainable growth of the different sub-regions of North Wales.

Consideration is being given now to a form of governance model which will be both inclusive and be capable of decisive and co-operative joint planning with Regional Partnerships such as Cheshire and Warrington.

STRATEGIC PROJECTS TO DELIVER THE STRATEGY

A portfolio of strategic projects have been identified to support the delivery of the strategy. These projects – which have all been identified as priorities by a partnership including Local Authorities, Welsh Government, the private sector and Higher and Further Education Colleges - are included below under the relevant headings.

It should be noted that the key priorities of all six Local Authorities for Infrastructure, Skills and Business Growth have been incorporated within this portfolio.



Infrastructure Plan to enable Growth:

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Road

- A55 / A494 Route Improvement Project (£210m), improving the main access from North Wales to the Northern Powerhouse*:
 - Aston Hill improvement
 - Flintshire Bridge alternative route
- A55 Capacity and Resilience Improvements (£35m):
 - Congestion issues at key pinch points e.g. Halkyn and Abergele
 - Resilience improvements
- A483 /A5 Route Improvement Project (£300m), improving the main access from North Wales to the Midlands and South*:
 - A483 / A55 junction at Chester Business Park
 - Wrexham Town Centre junctions
 - A483 / A5 junctions at Halton through to Oswestry
- A55 Menai Crossing (£135m)

	<ul style="list-style-type: none"> • A487 Caernarfon Bontnewydd bypass (£85m) • Holyhead Port Access (£10-15m) • Localised access to employment opportunities
Rail	<ul style="list-style-type: none"> • The delivery of a detailed prospectus (Growth Track 360) that outlines our ambition for rail service improvements and connectivity with HS2 at Crewe hub – including proposals to improve: <ul style="list-style-type: none"> • Service frequency and speed improvements (£20m – £25m)* • Network capacity improvements (£35m)* • Rolling stock improvements • Electrification of the network (£750m)* • Improved stations at Deeside
Integrated Transport	<ul style="list-style-type: none"> • The delivery of a regional passenger transport network that fully integrates transport modes.
Strategic Sites and Premises	<ul style="list-style-type: none"> • Deliver a managed programme that provides strategic employment sites with associated infrastructure including access: <ul style="list-style-type: none"> • Northern Gateway, Deeside (£10m)* • Warren Hall, Broughton (£20m)* • Wrexham Technology Park expansion (£10m)* • Wrexham Industrial Estate extension (£15m)* • Wrexham Business Quarter re-development (£8m)* • St Asaph Business Park expansion (£10m) • Abergele South East (£7m) • Parc Bryn Cegin, Bangor (£3m) • Parc Cefni expansion, Llangefni (£5m) • Parc Cybi, Holyhead (£2m) • Holyhead Port re-development (£5m) • Ferodo Site, Caernarfon (£5m) • Centre for Energy Generation at Trawsfynydd (£5m) • Snowdonia Aerospace Centre, Llanbedr (£6m) • Menai Science Park (£21m)

	<ul style="list-style-type: none"> Establish a regional Delivery Body to bring forward site and premises development and identify innovative funding opportunities.
Digital	<ul style="list-style-type: none"> Promote and deliver projects that increases ultra-fast broadband and mobile coverage that enable our businesses to access new markets. Accelerate the roll-out of the connectivity infrastructure programme in the region. Support continued investment in the digital network and infrastructure, especially mobile connectivity, and promote activities to exploit the availability of superfast broadband. Monitor usage and promote the capacity provided.
Housing	<ul style="list-style-type: none"> Address key barriers to housing delivery, especially in Wrexham and Flintshire, and ensure that a supply of adequate land for residential development is available to meet projected demand and need, especially reuse of brown field sites. Support to assist with costs associated with site remediation, the delivery of enabling infrastructure and the lack of funding caused by restricted access to banks and institutional funding will be available

(* also included within the Cheshire & Warrington Growth Deal Bid)



Skills and Employment Plan to enable Growth:

	<ul style="list-style-type: none"> Delivery of a strategy that increases the uptake of STEM subjects to support energy, advanced manufacturing and digital sector in North Wales. Identify skills demands and work with providers in Higher/Further Education and the third sector to support developing and up skilling the regional workforce. Develop initiatives and projects to promote a skills pipeline across education and training providers in support of regional economic priorities. Deliver specific projects and programmes intended to support the key sectors:
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- Grŵp Llandrillo Menai / Horizon ABWR Centre of Excellence and Nuclear Campus at Llangefni
- Centre of Excellence in Sustainable Energy at Bangor University and Menai Science Park
- Advanced Manufacturing Centre at Deeside and Business Productivity & Engineering Lab at Wrexham Glyndwr University
- Aerospace technology Centre at Broughton
- New Science & Technology Quarter at Bangor University
- To resource and fund a cross-border careers advice service to support the skills provision pipeline.



Supporting Business Growth Plan:

- Develop sector specific projects that support continued growth of the Advanced Manufacturing sector, especially in the Aerospace, Automotive, Packaging, Nuclear, Advanced Materials, Food & Drink sectors and Medical Sciences.
- Deliver the planned lower carbon energy generating and renewable energy projects, as well as promoting and supporting opportunities to develop further projects in the region, e.g. Morlais Marine Demonstration Zone, Sustainable Energy Catapult Centre.
- Promote the continued development of the high value / knowledge intensive Finance, Business, Creative & Digital service sectors growing in North Wales, e.g. Wrexham Financial Services.
- Boost growth in our Enterprise Pipeline on a cross-border basis across Exports / Innovation / Productivity and Business Start-Ups, through a package of funds and resources covering Research and Development Business & Higher/Further Education Research / Graduate Recruitment / Export Management / a regional 'Pop Up' Incubator Fleet.
- Leverage and pool existing resource supporting economic development through establishment of the North Wales Growth Acceleration & Investment Hub (North Wales Growth Hub), co-locating key Welsh Government and North Wales Economic Ambition Board resources in one location. All the key levers and support in one place - 'Team

North Wales’.

- Support businesses in the region to access opportunities stemming from major private and public sector investment schemes, especially through the supply chain. Some of these major projects include Wylfa Newydd, Menai Science Park, Enterprise Zones, Orthios Holyhead, and major road network improvements.
- Develop new initiatives to support the sustainability and resilience of the construction sector within North Wales.
- Provide support and incentives for major anchor companies based in North Wales to grow and develop further, such as Airbus / JCB / Siemens / Redrow / Moneypenny / Moneysupermarket / Toyota / Kingspan.
- Establish a Knowledge Transfer Programme - Connecting live business needs with research facilities and expertise across North Wales, Mersey Dee and wider Northern Powerhouse region.
- Develop projects to fast track the commercialisation of new technologies and market leading products, boosting innovation and productivity growth.
- Investment in the “Innovation Corridor” across North Wales to enhance and improve facilities and learning environments, and help position Bangor University, Glyndwr University, Coleg Cambria and Grwp Llandrillo-Menai in particular as hubs for innovation, research and development.
- Capitalise on the regions reputation as a place with great quality of life, as a world-renowned adventure tourism destination and as the pivotal location linking the Irish Market and our wider region of the Northern Powerhouse, by establishing a new Regional Marketing Fund to market North Wales.

IMPACT ON THE REGION'S ECONOMIC PERFORMANCE

The forecasted growth rate for the regional economy – based on current trends – is 1.9% between 2016-2035. However, we can achieve a higher growth rate with the delivery of the Growth Vision and Strategy, and increase the value of the North Wales economy from £12.8 billion to £20 billion by 2035 – representing a growth rate of 2.8%.

The value of the economy would increase by 56% in less than 20 years. It is estimated that such growth levels will generate at least an additional 120,000 new employment opportunities. This is based on considerations contained in an independent report commissioned by the North Wales Economic Ambition Board which modelled different scenarios of future movements in GVA within North Wales.

Such improvements in GVA and employment growth will significantly reduce the output gap with the rest of the UK

The projected provision for housing allocations currently in adopted or proposed Local Development Plans across the region (which end at different times) ranges from 37,500 homes to 44,100, which is 2,500-3,000 new homes annually. To date, 13,100 dwellings have been completed between April 2007 and April 2015 – the majority in the Flintshire and Wrexham area. This shows that the region has to be more ambitious in planning sustainable housing growth.

Given the growth projected in the region, measures need to be in place to ensure the removal of constraints and barriers to release designated sites for housing development – especially in areas of high employment growth. (This action is included in the Infrastructure Plan in the Strategy). There will also be a need for further allocation of land for housing as the Local Development Plans are renewed from 2021 onwards. This gives us the opportunity to ensure that the land use planning process is closely integrated and aligned with our economic growth strategy.

£7.2bn value added to regional economy by 2035

NEW RESPONSIBILITIES FOR THE REGION TO DELIVER

The region is prepared and ready to accept new responsibilities and powers on key decisions that affect the region. This will support the delivery of the Growth Vision and Strategy, as well as promoting new ways of working and improving the co-ordination of services to businesses and people through a “Team North Wales” approach.

For example, there is potential to explore with the UK and Welsh Governments the following:

- Integration of employment and skills programmes at the regional level – in particular DWP programmes and WG skills initiatives targeted at the “hard to reach” groups and those who are economically inactive. An opportunity exists through such an approach to tackle worklessness in a much more meaningful and effective way, and tailor the new Work and Health Programme to meet the needs of North Wales.
- Asset Backed Investment Fund - This can be achieved if LA / WG / public body assets were pooled. Importantly if the approach was to be fully effective some of the powers currently held by WG from WDA / Land Authority days would give the new entity some key responsibilities and power.
- Strategic land use planning – in particular to achieve improved alignment between planning policies with economic development priorities. The process of identifying the supply

of land required for housing growth and economic growth could be done more regionally and strategically, as well as identifying strategic sites. An opportunity here to achieve better strategic integration between transport planning, economic planning and land use planning through a new and bold approach.

- A regional transport authority with the opportunity to prioritise schemes for funding across the region – with the aim of “enabling” economic growth.
- A business support and trade team – working across the region with a “team north wales” approach. This team would focus in particular on our growth sectors and overcoming barriers to growth and innovation. It could also include tourism and marketing.
- New fiscal powers at the regional level, in particular a programme of Tax Increment Finance projects funded by additional NNDR tax revenue gains from economic development activities, as well as a Regional Investment Fund to provide funding and finance for regeneration activities across the region.

North Wales is well placed to receive a range of new responsibilities, and is confident that the powers that will be devolved to the region – following negotiations and agreement with the UK and Welsh Governments – will have a positive impact on the delivery of the Growth Vision and Strategy, boosting productivity levels and improving the employment prospects of our residents.



Key partners unite behind Growth Track 360 rail prospectus

The Growth Vision is supported by:

Councillor Dilwyn Roberts, Leader



Councillor Hugh Evans OBE, Leader



Councillor Aaron Shotton, Leader



Councillor Dyfed Edwards, Leader



also

Chair, the North Wales Economic Ambition Board

north wales economic ambition board
bwrdd uchelgais economaidd gogledd cymru

Councillor Mark Pritchard, Leader



Councillor Ieuan Williams, Leader



Ashley Rogers, Chair



David Jones OBE, Chief Executive



Professor Maria Hinfelaar,
Vice Chancellor



Professor John Hughes,
Vice Chancellor



Glyn Jones OBE, Chief Executive





www.northwaleseab.co.uk

Contact: Iwan Trefor Jones on behalf of the North Wales Economic Ambition Board
t. 01286 679162 e. IwanJ@gwynedd.llyw.cymru

Growth Track 360

Connected within an hour

Unlocking the potential of the cross border
economy, the North Wales & Mersey Dee Region

Centre for Solar Energy
Research at Glyndŵr University



A clear way to help rebalance the UK economy

This prospectus **Growth Track 360**, calls for substantial **rail investment** to enable **growth** in the cross border economy of the North Wales & Mersey Dee region, a call for investment backed with **360° of Stakeholder support**.

The investments in our transport system outlined in this prospectus, will support the North Wales & Mersey-Dee (NW&MD) region in fully **unlocking its economic potential**, doubling our GVA and significantly increasing our contribution to the UK economy as a result.

This is a dynamic area where **70,000 new jobs** are viable within the next 20 years. Infrastructure will fast-track the doubling of our existing **GVA to £50.5 billion**.

Transport investment will act as a key enabler to help link us into the wider economy of the Northern Powerhouse and European routes allowing us to expand the potential economic offer.

We have the opportunity to grow our **advanced manufacturing** hotbed that already boasts international names including Airbus, Vauxhall, Jaguar Land Rover and Essar.

Our **unique energy sector** is vital to keeping the UK economy efficient and effective; Nuclear - Wylfa Newydd Power Station, Trawsfynydd SMR, Warrington & Capenhurst, Wind & Wave energy, Waste to Energy and solar farms – low carbon & sustainable energy. There are 1000 hectares of connectable development land. We want to provide space for upwards of **63,500 new homes** by 2040. This is in addition to the **£25bn plus worth of investment projects** coming to the region.

With an outstanding national park and world class landscapes, 200 miles of coastline, UNESCO World Heritage sites and historic centres we already provide a quality of life and place to attract and retain the best talent.

Rail investment supports:

- ✓ GVA Growth
- ✓ Northern Powerhouse
- ✓ Housing
- ✓ Deprivation reduction
- ✓ Sustainability
- ✓ Universities & Colleges
- ✓ Jobs Growth
- ✓ Energy & Environment Sector
- ✓ Advanced Manufacturing
- ✓ Tourism
- ✓ Increased productivity for business

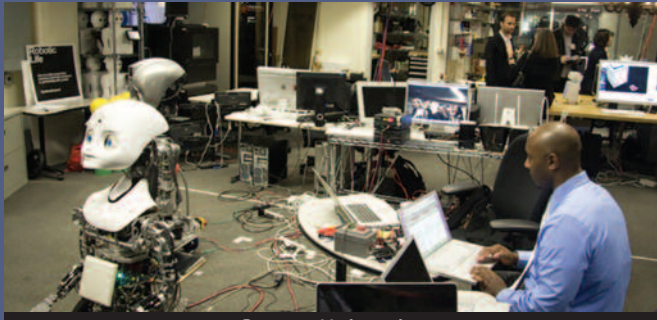
Our Vision, Growth Track 360 has full stakeholder support



With the right investment, we can deliver

Creating jobs and GVA growth

- Creating 70,000 new jobs in the next 20 years
- Doubling the GVA to £50.5bn in the next 20 years



Bangor University

Growing the advanced manufacturing hotbed

- Airbus
- Jaguar Land Rover
- IFor Williams
- Vauxhall
- Qioptiq
- JCB
- Essar
- Toyota
- Siemens
- Magellan Aerospace



Airbus, North Wales

A unique energy sector that is powering the UK economy

- Wylfa Newydd Nuclear Power Station & Trawsfynydd SMR
- Solar, Wind, Wave & Tidal energy generation
- Harnessing low carbon and renewable power sources
- Waste to Energy & Heat Network Developments
- Thornton Science Park, Capenhurst Technology Park, Ellesmere Port Energy Assets

Joining up Research & Innovation

- OpTIC St. Asaph
- Science Parks - Menai, Daresbury & Thornton
- Enterprise Zone Clusters
- Leading research universities
- Wirral Waters
- Manchester Airport
- 5 Enterprise Zones



Manchester Airport

Better connections for our Services Sector

- Finance: MBNA, Lloyds, Virgin Money – a vibrant finance & professional offer
- Excellence in logistics: Deeside Industrial Park, Wrexham Industrial Estate, Port of Holyhead and Liverpool SuperPort
- Market leading providers - Money Penny, Avox, Moneysupermarket.com

Improving access to Education and Training

- Over 130,000 students in HE/FE across the region
- Total value to the economy of HE alone is £1.04bn

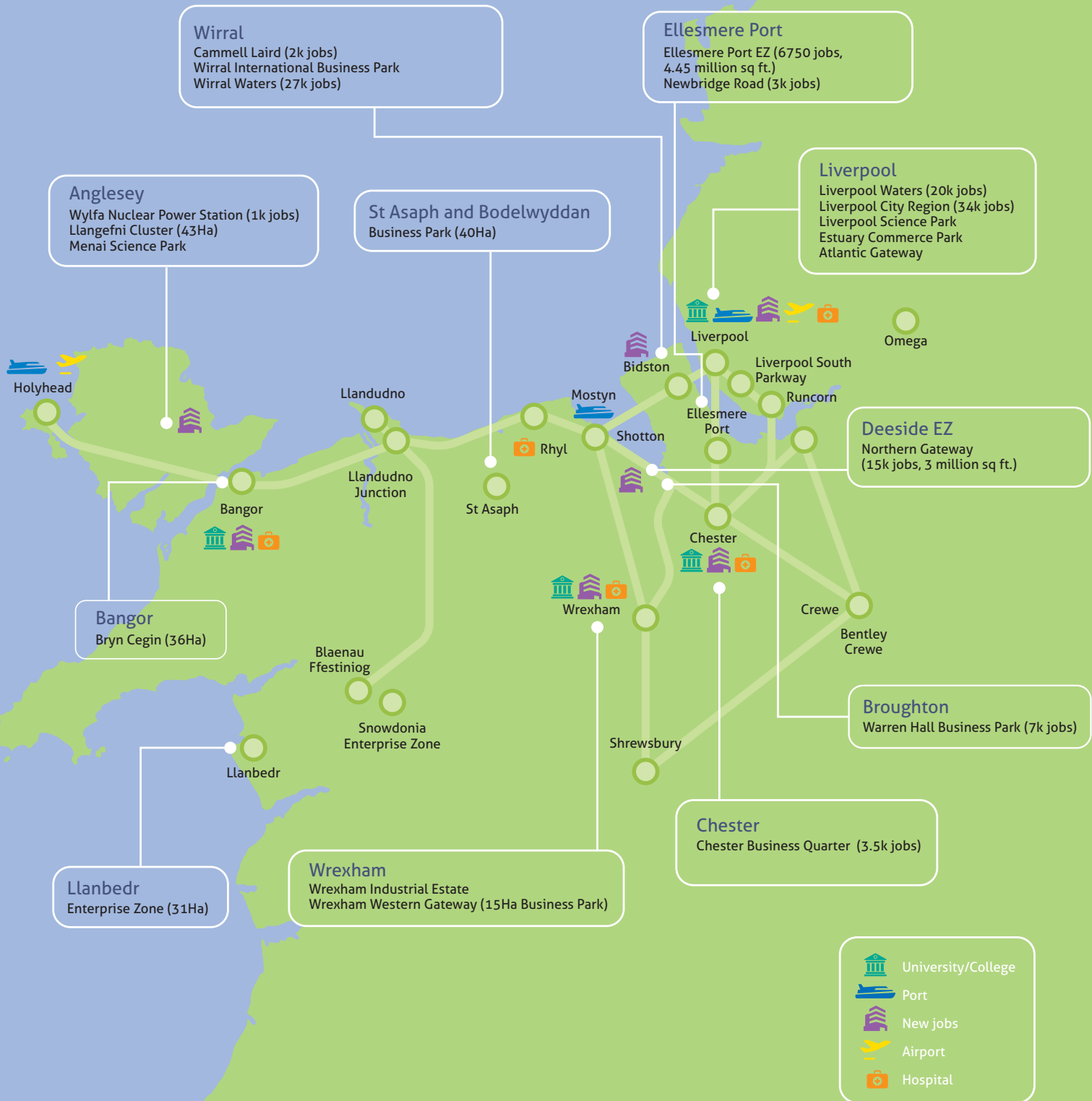
Making more of a prime asset for 'UK PLC'

- 1000 hectares of connectable development land and more potential beyond
- Better use of existing skills and expertise
- Providing space for a land-starved UK including upwards of 63,500 new homes by 2040

Providing a Quality of Life & Place to attract & retain the best talent

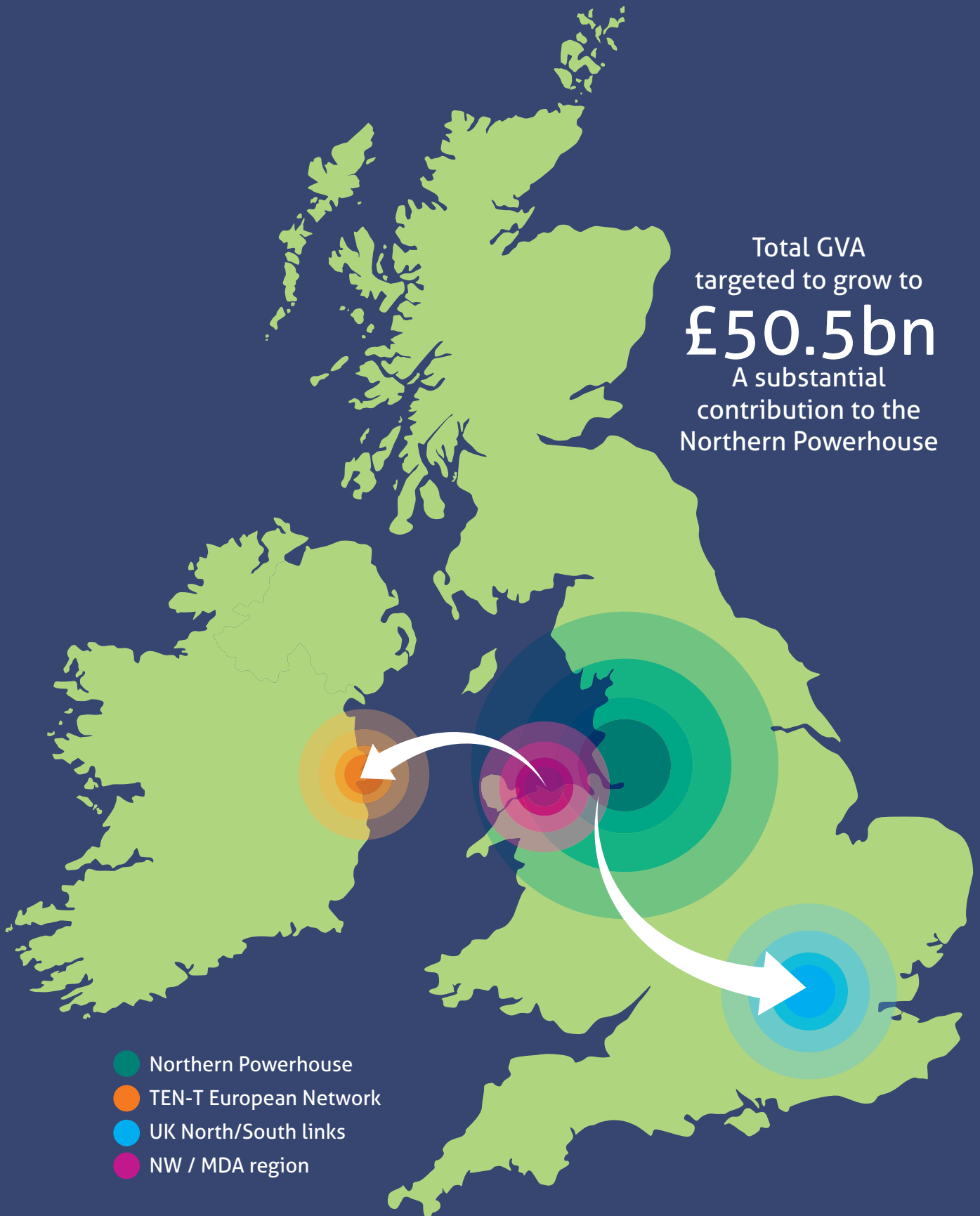
- An outstanding national park and world class landscapes
- 200 miles of coastline
- UNESCO World heritage sites and historic/cultural centres

Growth opportunities



A pivotal location and a great part of a bigger picture

Total GVA targeted to grow to **£50.5bn**
A substantial contribution to the Northern Powerhouse





Our vision for transport in North Wales & Mersey-Dee

Quicker, cleaner, more frequent and comfortable journeys to the right place at the right time.

With the right investment, our public transport network can provide faster and more frequent journey options at times when passengers need and want to use them, accessing the significant number of work, education and tourism opportunities we have across our region and neighbouring areas.

Public transport must provide, for the first time, a real alternative to the private car, giving passengers comfortable journeys on state-of-the-art trains that reflect the vibrancy and modernity of our cross border economy, relieving congestion, increasing capacity for freight and improving our environment in the process.

Public transport facilitates substantially enhanced international accessibility for businesses and visitors alike, connecting our nearby ports and airports with the places that people want to go to across North Wales & Mersey-Dee.

Our vision for transport

Quicker, cleaner, more frequent and comfortable journeys to the right place at the right time

The MW & MD Network

Status

Public transport work journeys, door-to-door within an hour	Overdue
Connected, modern public transport offering alternatives to the car	Overdue
High quality and well connected hubs, centres in themselves	Overdue
State-of-the-art rolling stock	Overdue
A great customer and business experience	Overdue
International connectivity to global markets	Overdue
Growing passenger and freight markets	Overdue

Over the past 20-30 years our road focused network has become consistently busier and is now over capacity. Now is the time to provide it with effective rail alternatives

The reality today

Over the last 30 years, vital investment has occurred in our strategic road network. This was critical to get us where we are today, but now a new 'balancing' level of investment is required in order to safeguard access for the next 30 years and offer the greater choice business demands.

The NW&MD area has some of the highest car-based commuting mode shares anywhere in the UK with rail's share at just 1% in Flintshire. Our public transport does not meet aspirations in terms of connectivity, frequency or quality of service.

Journey times are not competitive and this has significant impact on levels of employment, health, carbon emissions and economic resilience. Transport investment is essential in order to better connect areas that currently suffer from unemployment and deprivation. Where it has occurred, for example by extending Merseyrail to Chester, results have been dramatic both for the economy and connectivity with observed rail mode shares of up to 12%. A doubling of existing rail mode share in Flintshire, for example would save 700 return car journeys per day.

Typical scenario

"I love living in North Wales. I can bring up my family in a quality environment, where we're never far from the coast and beautiful mountains, but where there's also variation and value. The small hi-technology manufacturing company that I work for needs flexibility to be competitive in the global market it operates in. I'm therefore based in Liverpool City Centre a couple of days a week and out seeing clients across North Wales and the North of England for the rest of my time.

"The improvements made to the road network over the last 20 years are what enticed me to work for the company when I left Liverpool University allowing me to stay where I was brought up near Rhyl yet use my degree well. The roads have got busier and busier and going by car takes me well over an hour, but compared to the train that's nothing! I'd love to be able to sit and work on one train, making more use of my time to attract business, but the train is a nightmare – it's so crowded, uncomfortable and unco-ordinated.

"To get to Liverpool by 9am I'd have to leave Rhyl around 6.30 am. It's not very flexible and even though I have to pay a toll through the Mersey Tunnel it's way cheaper and quicker to go by car. Even if it was competitive because I'm out and about on other days, ticketing would be impossible. There are so many fare boundaries and deterrents that I end up being one of those people who sit in a car on the increasingly congested motorways – to be honest it's stressful and reduces my productivity."

“ There are so many fare boundaries and deterrents that I end up being one of those people who sit in a car on the increasingly congested motorways. ”



"Access to skilled workers from North Wales and the North West of England is essential for our multinational advanced manufacturing business. Reliable and fast transport links are key and investment in an efficient, connected rail network, serving major employment and population centres is therefore crucial."

Steve THOMAS, Government Affairs Executive
AIRBUS UK



Typical journey: Wrexham to Liverpool

 **110 mins** by rail, including wait time

 **53 mins** by car

A poor experience for all

The reality of travel in the area today by public transport is a network that **does not match up to the convenience, comfort or cost of the private car**. This is a particular issue given that many in more deprived areas do not have access to one. Even comparing direct rail journeys, such as Llandudno to Manchester Piccadilly, Wrexham to Bidston or Holyhead to Chester, with car journeys on congested roads, public transport is nearly always slower and operates predominantly on hourly frequencies.

Chester to Manchester is approximately the same distance as Reading to London – imagine if this journey took over an hour and only ran once an hour. Reading couldn't sustain its current vibrant economy.

Most public transport journeys are indirect and many involve both buses and trains, with poor quality of interchange facilities and rolling stock. The lack of integrated ticketing creates issues of disproportionate cost and journeys are normally significantly more expensive by public transport as a result. Deeside Industrial Estate, a journey of 20 miles from Rhyl, takes over an hour by public transport. There is land for 7,000 new jobs but employers and employees need better connections to attract, retain, and use currently wasted resources.

The main impact of these factors is traffic congestion at key pinch-points which, in turn is reducing levels of investment in the area and holding back growth. The result is an area which is not achieving its full economic potential despite its excellent geographical location and abundant natural assets. The major employers located in the area prove it is possible to run successful and productive operations, but these could contribute so much more with better connectivity.

We can solve many complexities through co-operation. We need a partnership of measured investment for which we can deliver great outcomes.

Wrexham to Manchester Airport by 9am

140 minutes by rail, 2 changes, average speed 20mph



50 minutes by car



Holyhead to Birchwood by 9am

180 minutes by rail, 3 changes, average speed 36mph



110 minutes by car



Birkenhead to Deeside Industrial Estate by 9am

73 minutes by rail, 1 change, average speed 12mph



40 minutes by car



Today's disjointed complex 'offer' – A constraint on growth



- Institutional Complexity
- Numerous local authorities and agencies
- Franchise diversity and differentials
- England and Wales
- Westminster and Cardiff

- Wales: Welsh Government as franchise specifier
- England: DfT as franchise specifier
- Hourly/lower frequency route
- Arriva Trains Wales
- Virgin
- London Midland
- Merseyrail
- Trans-Penine Express
- Northern Rail
- Future Committed Service via Halton Curve



Tomorrow's network without barriers – boosting economic growth



One integrated network

- Extending more London Euston trains to Bangor / Holyhead
- Doubling frequency between North Wales Coast Line and Manchester through Chester
- Extending Manchester trains to Manchester Airport or Leeds
- Creating new services between Liverpool / Airport and North Wales Coast / Wrexham
- Tripling journey opportunities between Wrexham and Liverpool

The Aim: door-to-door within one hour

A network which connects:

- Millions of people to jobs, with total door-to-door journeys of an hour or less
- In lots of directions to suit a multi-centric economy
- Linking jobs to housing and amenities
- Connecting centres of jobs growth to areas of high unemployment

Our area sits at the centre of a network of towns and cities. Geographically these should interact and share workforces, business and tourism. This does not happen as efficiently as it could with congestion within, to and from the area being an increasing issue.

Why is this? Because public transport journeys are infrequent, slow and expensive when compared with equivalent car journeys even with our valuable road network increasingly congested.



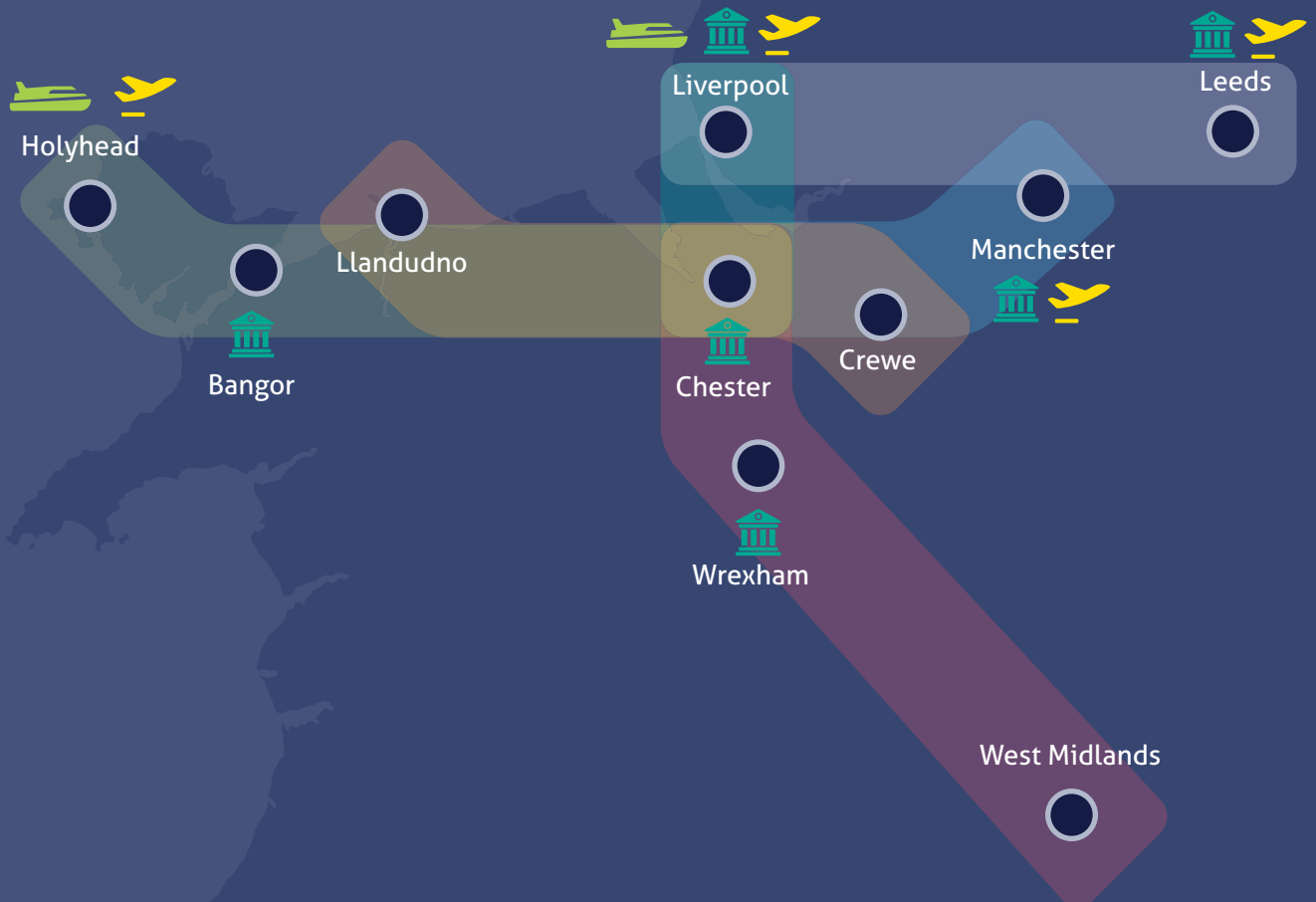
University



Port



Airport





Outcomes of investment

This is a proposed deal, not a 'wish list'. For relatively modest investment we can contribute our full potential to UK PLC.

Transport

Investment in transport infrastructure will revolutionise rail travel in the NW&MD areas and beyond, making public transport significantly more attractive and reducing dependence on the private car and accelerating our transition to a more sustainable, lower carbon economy. Electrification, track enhancements and improved signalling of key rail routes will reduce journey time allowing frequency enhancements whilst improving reliability and quality. This will improve rail mode share and reduce the dependence on the private car for the 12m cross-border commutes per year (currently 85% by car).

The investment will also dramatically improve the ability to move freight within and through the region. The area is pivotally located on freight routes between Liverpool 2, the rest of the country, Ireland and mainland Europe. The improvements will enable more freight to be moved by rail, rebalancing UK port movements, and supporting the aspirations of the Northern Powerhouse. Passenger mode share to rail will also free up space for freight.

Economic

The ultimate aim of the proposed measures is to open up access within and to/from the area to achieve agglomeration effects such as linking labour and employment markets, connecting centres of population (some with high levels of unemployment) to centres of jobs growth, many of which have severe labour market shortages. Increasing capacity for freight movements, improving tourism links and doubling the GVA of the wider

area from £35bn to £70bn (and of the NW&MD area from £25.25bn to £50.5bn). The investment will connect five Enterprise Zones, high quality universities and FE colleges, and specialist healthcare across the region.

By creating better links between Liverpool City Region and North Wales, the Growth Track 360 rail investment package supports access to the Mersey Waters Enterprise Zone which is anticipated to deliver as many as 40,000 new jobs. The major developments at Wrexham (the UK's largest prison and Money Penny), Deeside (Northern Gateway), Ellesmere Port (Thornton) and Broughton (Warren Hall Business Park) are significant contributors to this, as are developments at Wylfa and Menai Science Park. We have great land opportunities but are poorly connected at present.

Business

The proposed improvements to the rail and integrated transport network will encourage new investment and businesses to the area and create sustainable methods for employees to access them. Their business-to-business connectivity to the major northern cities will be transformed. The large number of dedicated business parks in the area is testament to the potential for success that businesses already enjoy, however these are hindered by poor non-car connectivity. The transformational change that would result from the package of rail enhancement measures would help new companies to locate in the area, allowing employees to access them quickly and efficiently from a range of locations without resorting to the private car on increasingly congested roads.



The critical investments

Urgent completion of committed projects - £60m-£80m

To complete outstanding projects in North Wales that will have a transformational effect on rail services including:

- North Wales Coast signalling and line speed improvements
- Halton Curve – new line between North Wales and Liverpool
- North-South Line speed Improvements – partial redoubling between Chester and Wrexham

Many of these projects have slipped in priority over recent years, to slip further is unacceptable.

Chester station capacity & environment enhancements - £50m

- To increase the number of through platforms at Chester Station and allow more services to be extended toward the North Wales Coast and Wrexham
- To remove the Hoole Road Bridge barrier to electrification and realise the aspirations of the Chester City Gateway.

Station facilities upgrades - £20m

- To provide enhanced environment, Park & Ride, and Bus-Rail interchange at key stations in the NW&MD region
- To attract and accommodate higher numbers of passengers at key stations throughout the NW&MD region
- To increase public transport accessibility at Deeside Enterprise Zone by constructing a new station.

Line speed and frequency increases - £50m-£100m

A programme of further signalling and line speed enhancements, matched with a transformational franchise specification to improve journey times and frequencies on key routes including:

- Holyhead to Crewe and Warrington via Chester
- Wrexham to Bidston via Shotton and
- Wrexham to Chester.

Preparing for HS2 - £750m

Electrification between Crewe and Holyhead:

- Total impact / contribution to the economy of £2.5bn
- To allow Pendolinos to be extended from Crewe to the North Wales Coast, and potentially HS2 classic compatible services
- To facilitate electric services to run between the North Wales Coast and Manchester / Manchester Airport to connect with Northern Powerhouse Rail (NPR).

Integrated & Smart ticketing strategy - £20m

- To increase the accessibility of public transport services across the NW&MD area
- To make multi-modal or multi-operator journeys easier, cheaper and more attractive
- To aid movement by public transport journeys beyond the boundaries of the NW&MD region.

Franchise and Services

- Transformational and growth based franchises, parity for the region
 - Enhanced rolling stock fleets, the right capacity, better equipped
 - Wales & Borders (W&B) – Retention of cross border through services
 - W&B Rolling stock transition plan for a new fleet (new & refurbished stock)
- Merseyrail, Northern & Trans-Pennine Express, rolling stock replacement schemes.

Ingredients for change: Building on today's provision

The following list of both new and existing schemes has been identified to bring about transformational change in the North Wales and Mersey-Dee region:

Infrastructure

- North Wales Coast Line re-signalling and line speed improvements *
- North - South line speed improvements *
- Halton Curve *
- Chester - Wrexham full redoubling (Rossett to Wrexham)
- Chester station rail capacity enhancements
- Full line speed and capacity improvements: Crewe – Holyhead; and Chester – Warrington
- Electrification: Crewe – Holyhead; and Chester – Warrington
- Electrification: Wrexham – Bidston; and Wrexham – Chester
- Merseyrail Wapping and Stock Interchange tunnel schemes

Station investments

- Deeside Industrial Park
- Saltney / Broughton
- Local station upgrades



Core hub upgrades

- Chester
- Bangor
- Wrexham General
- Shotton Interchange

Services (maintain existing service levels with the following enhancements)

- 1 train per hour: Holyhead – Chester – Crewe – London Euston (direct HS2 connectivity)
- 1 train per hour: Holyhead – Chester – Wrexham – Cardiff / Birmingham (service quality and speed improvements)
- 2 trains per hour: Bangor / Llandudno – Chester – Warrington – Manchester – Manchester Airport
- 1 train per hour: Bangor – Llandudno – Chester – Liverpool South Parkway – Liverpool via Halton Curve
- 1 train per hour: Wrexham / North Wales Coast – Chester – Warrington – Leeds (via Manchester and Bradford)
- 1 train per hour: Wrexham – Chester - Liverpool South Parkway – Liverpool via Halton Curve
- 2 trains per hour: Wrexham – Shotton – Deeside – Bidston / Birkenhead North / Liverpool
- 1 train per hour: Llandudno – Llandudno Junction – Blaenau Ffestiniog
- 1 train per hour: Rhyl – Chester – Crewe
- 2 trains per hour: Chester – Northwich - Altrincham – Manchester

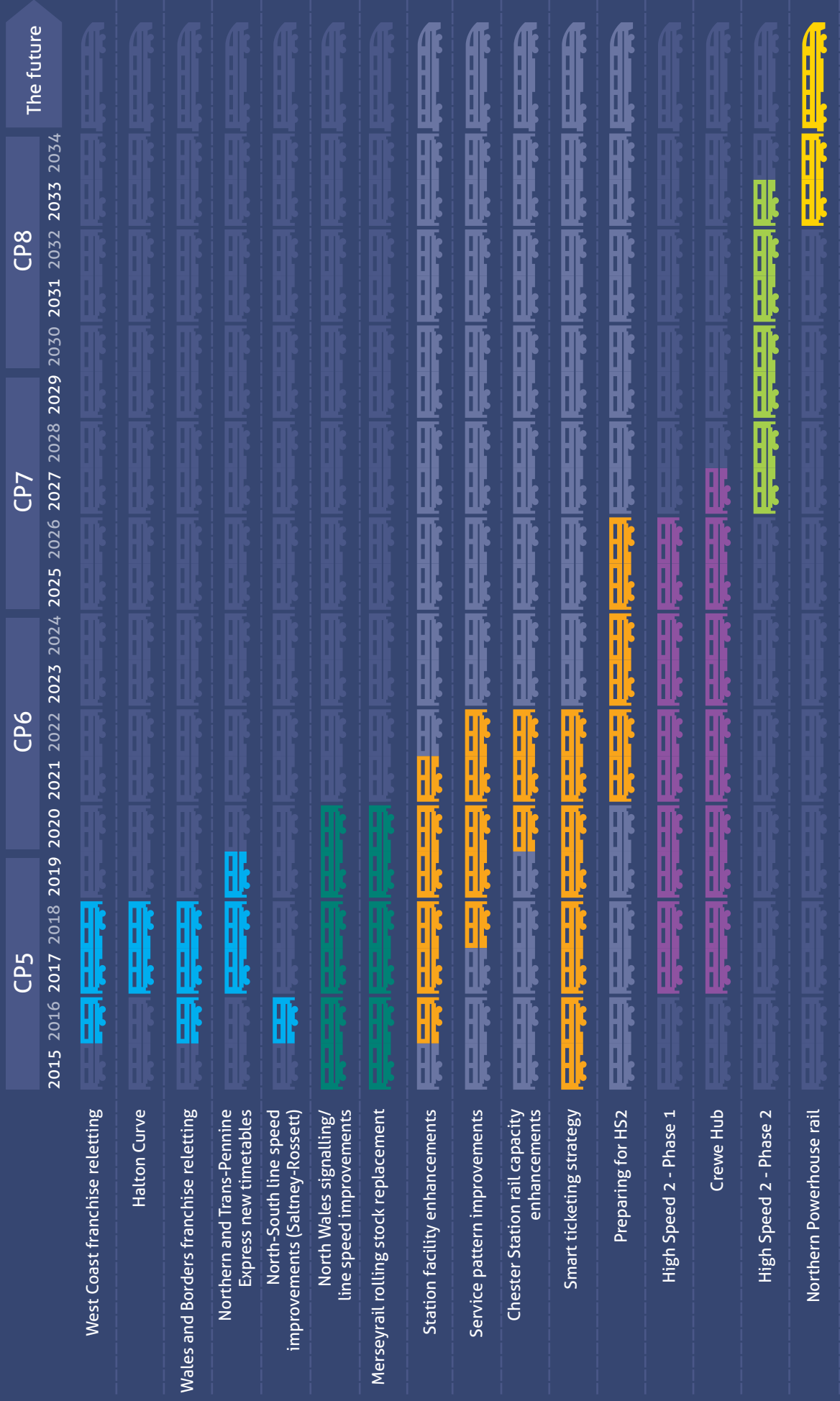
Other

- Integrated & Smart ticketing strategy
- Station automatic ticket machine rollout
- A digitally equipped network
- Bus / Rail interchange improvements at stations
- Key park and ride hubs
- On-train luggage space enhancements
- Value for money ticket pricing

* Scheme currently committed but not yet delivered

Timescales and milestones: Building on current initiatives

The proposed priority projects fill the 'gap' within Control Period 6 between current committed projects and future HS2 and Northern Powerhouse. They aid movement and open up job and GVA growth opportunities for quicker returns.



Return for investment: Positive cost benefit ratio

Help us to achieve locally

Investment priority	Facilitates
Line speed and frequency increases	<ul style="list-style-type: none"> • Service pattern enhancements • Extension of existing services • New connections
Chester station capacity and environment enhancements	<ul style="list-style-type: none"> • Increased through-trains between North Wales and Crewe, Manchester and Liverpool
Preparing for HS2	<ul style="list-style-type: none"> • Ability to extend Pendolinos and HS2 services beyond Crewe to Chester and North Wales • Connectivity with Liverpool, Manchester, Leeds and Northern Powerhouse
Station facilities enhancements	<ul style="list-style-type: none"> • Park and ride • Bus-rail interchange • Increased accessibility of services
Integrated & Smart ticketing strategy	<ul style="list-style-type: none"> • Multi-operator and multi-modal journeys • Quicker and easier ticketing with reduced decision making time.

And we can contribute more nationally

Quantity	Change following investment
Development	<ul style="list-style-type: none"> • 1000 plus hectares of development with significant potential for more • Increased demand for new sites • Housing potential released • 70,000 new jobs
Labour market	<ul style="list-style-type: none"> • Connections to and from areas of high unemployment • Enhanced movement of people into and out of the area
Tax revenues	<ul style="list-style-type: none"> • Significantly expanded tax base • Potential reinvestment into the region
Land values	<ul style="list-style-type: none"> • Increased dramatically, redistributing wealth generated to residents and businesses in the area
Gross value added	<ul style="list-style-type: none"> • GVA doubles from £25.25bn to £50.5bn • Region brought into line with the rest of the UK in terms of productivity

£1bn investment powers £25bn in GVA growth for UK plc



Evidence and key statements

Over many years much evidence has been collected, supporting the case for investment including:

- Taith Regional Transport Plan (2009);
- North East Wales Integrated Transport Taskforce Report (2013);
- Liverpool City Region Long Term Rail Strategy (2014);
- Liverpool City Region Growth Deal (2014);
- Wrexham to Bidston Rail Line Enhancements – Economic Appraisal Report (2015);
- Mersey-Dee Alliance Growth and Investment Prospectus (2014);
- Hooton to Helsby Demand Study (2015);
- North Wales Coast Electrification Strategic Outline Case (2016);
- Economic Growth and Social Benefit potential from Modernisation of rail services in North Wales – Greengauge 21 (2014); and
- Halton Curve Outline Business Case (2015).

This document is the first truly collaborative step to an increased momentum.

Key statements

“...there is firm evidence of significant economic benefits, that would result from the electrification of main line rail services from Crewe via Chester to Holyhead. A total impact/contribution to the economy of £2.5bn.”
Greengauge 21 (2016)

“1 in 5 turn down job interviews or employment offers owing to inaccessibility.”
NEW Integrated Transport Task Force technical report (2013)

“...relatively small improvements in connectivity can provide significant benefit to overall connection, particularly if combined with revitalised routes, ticketing initiatives... and effective interchange.”
NEW Integrated Transport Task Force Technical Report (2013)

Now is the time for action, the opportunities are clear...

The NW&MD partners are ready and willing to contribute to the overall investment, however we ask for support from both the Welsh and wider UK Governments and from other stakeholders. Only with this investment can our region truly open the door to increased economic activity and a significantly enhanced contribution to the economy of UK Plc

“We are one voice for one economic purpose.”

Delivery

Governance

The NW&MD Taskforce has been established to co-ordinate action and reduce institutional complexity in this uniquely cross-border area. For the first time, it represents a single approach to delivery in an area of five core Enterprise Zones, eight local authorities, two national governments and a vibrant and varied private sector. Its partners are aligned to recognise one economic area and one ultimate unified transport network to serve this. The next step is to bring national governments and institutions to the table to work with us to deliver the huge latent opportunities of the area.

The core group representing public and private sector consists of the North Wales Economic Ambition Board (NWEAB), the Cheshire and Warrington LEP, and the Mersey-Dee Alliance (MDA)

Value for money

Investment in rail focussed transport in the NW&MD area has the potential to transform the economy and allow our workforce to access opportunities outside the region and vice versa.

We can demonstrate extremely good returns to investment for 'UK Plc' by increasing productivity and economic growth, expanding tax revenues and reducing welfare benefit payments through reduced unemployment.

The NW&MD Task force, one voice, one agenda, one economy



Councillor Samantha Dixon
Leader, Cheshire West and Chester Council



Ashley Rogers
Chairman - North Wales Business Council



Councillor Dilwyn Roberts
Chair - NW Economic Ambition Board



Colin Brew
CEO - West Cheshire & North Wales Chamber of Commerce



Councillor Derek Butler
Chair – Mersey Dee Alliance



Business & key stakeholder support

We need a proper public transport infrastructure

"We're a fast growing, global technology business headquartered in Chester. It's been our home for nearly 30 years but we now have colleagues in 11 different countries across the world and we're acutely aware of the challenges of getting to and from this part of the region.

"The Chancellor's commitment to creating a Northern Powerhouse is great and one we fully support. But we need a proper public transport infrastructure to support this and Chester sits well behind the curve. We need direct access to the region's airports; regular commuter trains to and from Manchester, especially, and vastly improved traffic management around the M56/M6 and M62 logjam.

"Aside from the challenges faced by visitors traveling in to our Chester office, we also know that we struggle to recruit talent to the city. Only 12% of our current 'Chester' staff come from outside the immediate Chester and North Wales region. And while they definitely represent the very best of local talent, it is becoming harder and harder to find the new recruits we want to bring on board as we scale the business. If we were assured of easy access, regular and comfortable commuting to and from the wider markets around Greater Manchester, we know we would get much higher levels of interest from the sort of candidates we need."

Richard Law, CEO GBG

Improved infrastructure creates capacity

"Sitting at a pivotal point between North Wales and the rest of Northern England; in close proximity to Manchester Airport, Liverpool's John Lennon Airport and Liverpool's Cruise Liner and Container Port, Chester requires a rail system to meet future demands.

"Improved infrastructure creates capacity. This provides Chester with a competitive edge in attracting skilled people and innovative businesses. We need to add more depth and strength to Chester's existing industrial and commercial foundations.

"Additional capacity, with faster journey times, are intrinsic for commuters and freight transportation. Being able to link in to HS2 means that Chester cannot be dismissed by companies and people looking to relocate. The removal of obstacles created by the lack of rail infrastructure will reduce congestion, improve business logistics and attract more people to live, prosper and raise their families in Chester.

"An improved rail system is not just for today, but, as history has proven, potentially for the next 100 years. Chester, being viewed by the UK and the rest of the world as a city that cannot be accessed swiftly, efficiently and for a reasonable cost, places Chester at a tremendous disadvantage and jeopardises the quality of life for future generations.

"An improved rail system is key to the wealth and health of Chester."

Mario Sambucci, Mosaic Money Management, Chester

Business & key stakeholder support

Unless the employee has a car, it is time consuming and expensive to travel to the Industrial Estate, which damages recruitment. Most of the highly skilled workforce travel about 60 – 100 miles per day to work in total and this can discourage this particular recruitment market, as the only other option is to relocate and some prospective employees do not wish to do this.”

Engineering Company Employee –Wrexham Industrial Estate

“Current limitations on travel options can mean a long commute for people (i.e. multiple bus journeys) or costly travel e.g. taxis from locations five or six miles away owing to early starts and no public transport options for those staff without cars.”

Leisure Attraction Employee – Cheshire West and Chester

“We operate in the energy sector, providing services and products (manufactured in North Wales) to companies in 53 countries on 6 continents. We travel extensively in the UK, maintaining collaboration links with universities for sponsored research, and visiting Clients. For both local and regional travel, the current rail system does not actively support our business and we therefore endorse the objectives of the Growth Track 360 prospectus for rail investment.”

Barrie Wells, Conwy Valley Systems Limited

“Only by having the best infrastructure and communications links can Chester continue to attract the investment, businesses, visitors and skills to support its growth and ambition.”

Alex Siddell, Grosvenor Estate

Typical scenario

My daughter has recently completed a degree at Bangor University and is looking for a job. She’s caught in a ‘catch 22’ situation – either get a car to access employment or move overseas. She’s very tuned into opportunities offered by the environmental sector and this is a place where sustainable energy potential is really big...my fear is that she’ll do what too many others do and move away because connectivity is so poor and unreliable.

With a bit of smart investment we’d both be so much better off and contribute more to the UK economy – she’s so bright that she’ll be running her own business in a few years. Trouble is I think she’ll be creating jobs for people in Europe or the USA, not good old North Wales.

She’s not expecting to be able to turn up and a tube train arrives every few minutes like it does in London – she’d love to just have a half hourly or even hourly reliable service to the key places she needs to get to.





Universities & Colleges



"As a local organisation with national and international reach, the efficient, effective and sustainable movement of our staff and students is of considerable importance. Bangor University therefore welcomes the publication of this Prospectus and fully endorses the campaign to extend high quality rail services throughout North Wales. Improvements in areas such as line speeds, frequency of services to major airports and cities, and modern rolling stock are long overdue, and will deliver an enormous boost to the economic vibrancy of the entire north Wales region."

Vice Chancellor, Professor John G. Hughes
Bangor University



Enterprise Zones & Ports



"Enhancing connectivity between NW Wales and the NE of Wales and England is a key enabler to allow the region to get the most benefit from major projects and inward investment opportunities. Doing so will lead to enhanced opportunity for economic growth and adding real value to the economy of the region and enhance future opportunities for our young people. The objectives of Growth Track 360 are integral to delivering our regions much needed and overdue, connectivity improvements."

Dr. John Idris Jones
Chair of Snowdonia Enterprise Zone



Tourism, Hospitality & Retail



"Chester Zoo attracts 1.7 million visitors each year. We work in partnership with transport operators to promote the use of sustainable public transport to our visitors. Improved rail services to Chester will ensure our current and future visitors view rail travel as a viable and attractive way of reaching the zoo and the city, which will deliver positive impacts to our city and our environment."

Liz Carnie, Finance Director
Chester Zoo



MP's/AM's/Peers/MEP's



"We are determined to ensure that we in North Wales maximise the potential of the cross border economy. It is vital we improve links with the developing Northern Powerhouse and via HS2, Manchester airport and our ports, link elsewhere nationally and internationally to bring prosperity to local people. Our aim is to make this a great place to live, work and visit."

Dr James Davies MP
Vale of Clwyd Constituency



Enterprise Zones & Ports



"Manchester Airport is the North's principal international gateway and serves 2.2million passengers a year from the North Wales and Mersey Dee region. Improving transport connections to Manchester Airport is key to realising the Government's Northern Powerhouse vision and better links will enable the regions across the North to fully exploit the stimulus that access to a major international gateway can provide. We therefore support the North Wales and Mersey Dee region in their proposals to improve rail connectivity to key cities and assets across the North such as ourselves."

Adam Jupp - Head of External Affairs
Manchester Airport



Advanced Manufacturing Sector



"As a global exporter of locally manufactured products in North Wales our business relies on attracting a highly skilled, diverse workforce. High quality, modern transport links are one of the key enablers to ensuring our region has a thriving economy and that we have access to key talent in the North Wales & Mersey Dee region. Excellent transport links are a key component in supporting our vital logistical needs to ensure that our business is easily accessible and our products can be transported globally. We take our employees well being seriously and investment in a high quality rail network in our region can only support this goal."

Martin Gray, Finance Director
Siemens



"Deeside is the gateway to North Wales - centrally located between North West Wales, Greater Manchester and the Northern Powerhouse. It is essential that we provide fast and reliable connections right across and beyond the boundaries of this socio-economic region of huge potential. I fully support the proposals in this prospectus - it is essential that we do this to realise the huge growth opportunities in advanced manufacturing, energy and tourism that can be achieved in this key UK region."

David Jones OBE DL
Chair of Deeside Enterprise Zone
Chief Executive, Coleg Cambria



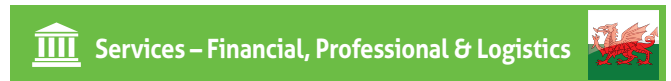
"We're a fast growing, global technology business headquartered in Chester. It's been our home for nearly 30 years but we now have colleagues in 11 different countries across the world and we're acutely aware of the challenges, of getting to and from this part of the region. We need direct access to the region's airports; regular commuter trains to and from Manchester especially, and vastly improved traffic management around the M56/M6 and M62 logjam. Aside from the challenges faced by visitors traveling in to our Chester office, we also know that we struggle to recruit talent to the city. It is becoming harder and harder to find the new recruits we want to bring on board, as we scale the business."

Karyn Bright
Group Marketing Director, GBG



"Improving the railway infrastructure in North Wales will bring benefits to the Construction Industry in North Wales. Improved transport links will attract capital investment into the region. Many national retail and leisure operators are reluctant to invest in the region due to the current population catchment within an hour of their operations. Making these catchment areas more accessible within reduced time periods will encourage investment which will lead to construction opportunities and long term jobs across the region"

Mark Watkin Jones
Chief Executive Officer - Watkin Jones plc



"Money Penny is a successful business that currently employs over 500 people with ambitions to grow this number to 1000 over the next 3 years. Better connectivity and efficient connections are critical to us securing access to the labour markets we require. Money Penny fully supports the rail prospectus."

Rachel Clacher, Director
Money Penny



"Wrexham Glyndŵr University fully supports investment in the North Wales rail infrastructure. As an institution sited on the England-Wales border access is crucial for us and has a knock-on effect for the economy of Wrexham and north east Wales. This would in turn benefit tourism and other social and cultural factors of importance to the region, as well as creating jobs, so we are fully behind any proposals to invest in these areas."

Vice Chancellor, Professor Maria Hinfelaar
Wrexham Glyndŵr University



"The University of Law in Chester delivers professional legal education training for many students and serves the legal profession in the area. An improved rail link to the city would greatly assist the many students who use public transport to access our services and find the current service unreliable. A better rail service would also assist The University of Law to grow its business in Chester. In addition, as The University of Law will be delivering Legal Apprenticeships under the Government Trailblazer initiative from September 2016, involving students from across the region attending the University on a regular day-release basis, an improved rail service to the city would allow more firms and students to access the opportunities these apprenticeships aim to deliver."

Carol Draycott
Centre Director Chester, The University of Law

**Cultural, Creative & Digital Industries**

"Since moving to a new base in the Deeside and North Wales region in 2013, Wales Rally GB has gone from strength to strength, attracting greater commercial revenues and increased spectator numbers. Hosting this world class motor sport event brings economic impact, international exposure and kudos to the region, but it is clear that the benefits to the region could be significantly greater with an integrated public transport policy to facilitate access from other parts of the country. As such, we have no hesitation in supporting Growth Track 360's call for significant investment in the region's transport system."

Ben Taylor
Managing Director, Wales Rally GB

**Local Authorities & Public Sector**

"Merseyside and North Wales' economies have been intertwined for generations. Wirral is the connection point between these two regions - with the Mersey on one shore and the Dee on the other. Goods, services and workers have crossed the border for years and improvements to our Bidston to Wrexham rail system with connections to Deeside are long overdue, if we are to realise the growth potential of this vibrant, high skilled region."

Cllr Phil Davies, Leader of Wirral Council
Economic Development Portfolio Holder, Liverpool City Region Combined Authority

**Construction & Engineering**

"Liberty Properties is a commercial development company, which has been based in Chester for over 25 years and operational in the North West, Midlands and North Wales. With talk of the Northern Powerhouse on the agenda, I think it is imperative that Chester has improved connections to the major cities and conurbations of the North West. The current service between Chester and Manchester is poor, when it can take 2 hours to get to London, but over an hour to get to Manchester."

Emyr E Williams
Development Director, Liberty Properties

**Advanced Manufacturing Sector**

"Kronospan, as a major employer and a major user of the rail network for the transport of timber, we support the objectives of the Task Force in the Growth Track 360 prospectus."

Chris Ryan
Group Secretary, Kronospan

**Energy & Environment Sector**

"As part of the North Wales business community, we fully support any initiative that can boost the economy by improving transport infrastructure. This prospectus shows how greater cross-border connectivity is the key to attracting inward investment, creating jobs and fulfilling the region's potential."

Wheelabrator Technologies Inc. - developer of the Parc Adfer Energy Recovery Facility

**Energy & Environment Sector**

Morlais Tidal Energy fully supports 'Growth Track 360' and the much needed investment it will bring into the rail network, across the region. This well overdue investment will massively strengthen the link between the Anglesey projects, the Northern Powerhouse and the City of London and beyond. Underpinning and 'future-proofing' the developing Marine power sector in North Wales.

Andy Billcliff
Operations Director, Morlais

**Construction & Engineering**

"The time has come for North Wales to realise the tangible benefits accompanying the HS2 link to Manchester and the Northern Powerhouse. Improved infrastructure through national and local railway projects will unlock invaluable human resources which will in turn lead to growth opportunities. Construction will undoubtedly benefit either directly or indirectly through the supporting infrastructure, new schools, colleges and housing. We need less bureaucracy, less time spent on lengthy consultations and we need to accelerate our decision making process."

Chris Wynne,
Managing Director, Wynne Construction



Universities & Colleges



"Grŵp Llandrillo Menai is very supportive of the Growth Track 360 initiative. We believe that a modernised travel infrastructure along the north wales coast and across the border into the North West of England is the key to unlocking the massive economic potential of this area. Over the next few years we expect to see an exponential growth in our energy sector, which together with the advanced manufacturing developments on Deeside and the thriving tourism economy will underpin both economic development and inward investment in the area. The construction of Wylfa Newydd over the next ten years will alone bring up to 10K jobs to the area, this could be the vanguard for a further 70K jobs across the region, which will further stimulate the housing market and construction industry. The existing road and rail network is struggling to cope with current usage and the investments outlined in this prospectus, we believe will create a dynamic link running from the North of England across North Wales and on to Ireland."

Glyn Jones, Chief Executive
Grŵp Llandrillo Menai



Food & Drink



"We operate across North Wales and have interests in each county. Our customers need ready access to the region, and the majority are routed through Euston and Heathrow. As well as needing good access for our UK team, our coverage in 31 countries makes it essential that our busy customers can get to and from us with speed and ease, especially during days that are travel hungry and can be full of fatigue. North Wales and the Mersey Dee Region will only deliver competitiveness and be a part of the Northern Powerhouse, if we achieve the connectivity and timeliness, that is essential in our rail system (and associated infrastructure). The benefits will also be significantly reflected in the performance of industries such as tourism – where connectivity and service standards mean the difference between customers buying in or walking away."

John Newton Jones
Managing Director, Snowdonia Cheese



Tourism, Hospitality & Retail



"I whole heartedly support the above Rail Improvement that will provide significant advantages to the North West and North Wales linking into the Northern Powerhouse and greatly enhancing the services for future generations."

Ben Rafferty - Managing Director
Residence UK Holdings



Advanced Manufacturing Sector



"As a member of the Welsh business community, and vocal advocate for the Northern Powerhouse, I was saddened but not surprised to read that just 1% of commuters utilise rail as a means of transport in Flintshire. Our current infrastructure is absolutely substandard, hindering positive growth and development in our proud region of first-class manufacturing, research and service industries. Substantial investment in the improvement of transport links, and especially rail, is fundamental in the protection and growth of our business community and region as a whole. The UK Government needs to be pressured to address this as a priority and the prospective outcomes of positive action highlighted within the Growth Track 360 campaign cannot be denied."

Askar Sheibani
CEO, The Comtek Group



Food & Drink



"The current rail network to Deeside creates challenges in accessibility of staff and is a block to serious consideration of an integrated rail supply network in North Wales. With 50% of our staff from Wirral or Chester, there is an opportunity to improve accessibility by rail and encourage people out of their cars and into an integrated rail and cycle network that serves the 8000 people who work at Deeside. Improving rail access to Deeside also creates the platform to seriously discuss how the businesses of this area can work together and all benefit from a supply chain that is more sustainable and facilitates growth for this dynamic area."

Pete Robertson
Managing Director, Dailycer UK



Advanced Manufacturing Sector



"Connectivity is a key priority for all manufacturing businesses both for deliveries out and in, so relieving the pressure on the clogged up road network in the North West, and enhancing the rail freight facilities and capabilities will prove hugely beneficial in supporting the growth aspirations of all manufacturing business. Re-balancing the investment in rail infrastructure against that in road, delivers a double benefit and provides the platform on which manufacturing can seek to grow and develop locally in the North West, while still playing on a national and international stage. I am therefore wholly supportive of the Task Force proposals."

William Hogg,
Managing Director, Contour Showers Ltd.



Local Authorities & Public Sector



"Over a quarter of a million people already travel to and from Rhyl Railway Station each year, feeding into the Rhyl Transport Hub serving a large swathe of the North Wales coast. Tourism is the lifeblood of Rhyl directly supporting countless businesses and residents. Rhyl Town Council believes a more modern fit for purpose rail service is essential, to complement wider improvements currently taking place within our town and contribute to encouraging more private sector businesses to invest in our community, creating not only more and better attractions for our visitors, but also much needed employment for our residents."

Rhyl Town Council



Cultural, Creative & Digital Industries



"Rail investment in the North Wales & Mersey Dee region will be essential to the growth of tourism in North Wales. Venue Cymru offers a continuous programme of high profile events throughout the year and we regularly promote these events to audiences outside our primary catchment. We regularly receive comments from our visitors regarding issues with public transport identifying barriers when attempting to use train travel to visit Venue Cymru. The proposed improvements will act as a huge benefit not only for Venue Cymru but for the whole of North Wales when we are working hard, to encourage visitors from out of the area."

Richard Jones, Marketing Manager
Venue Cymru, Llandudno



Tourism, Hospitality & Retail



"The Welsh Mountain Zoo – National Zoo of Wales, Colwyn Bay, is one of only a couple of Welsh National institutions based in North Wales and is one of Wales' major tourist attractions. Our economic development and a sustainable future for the Zoo will depend increasingly on our public transport links to the Northern Powerhouse and European routes. Substantial investment is required in the currently disjointed rail transport system and we are vigorously supportive of Growth Track 360."

Nick Jackson, Director
Welsh Mountain Zoo



Services – Financial, Professional & Logistics



"Glenbrook is a property development and investment company active in the North West of England. We specialise in large and complex mixed use projects, and work with funding partners to deliver a range of new buildings. Manchester and Liverpool are our main focus, and whilst we would like to invest in Chester more, for the types of scheme we deliver we feel that its connectivity to major employment centres (predominantly Manchester and Liverpool) is poor, restricted by the long and infrequent train times. We believe that by increasing the frequency and speed of services, this will allow Chester to grow, which will support investment and development opportunities in Chester, which we would be keen to engage with."

Ian Sherry, Director
Glenbrook



Business Associations & Forums



"Efficient transport infrastructure and services are key in supporting IOD Member's access to key opportunities across the Northern Powerhouse and the rest of the UK market. We fully support the Growth Track 360 prospectus and urge the Chancellor to endorse it."

Robert Lloyd Griffiths OBE
Director – Wales, Institute of Directors

**Business Associations & Forums**

"The current rail system in the North Wales & Mersey Dee region is not fit for purpose. With the exception of London to Chester services, journeys are too slow, require changes and are in outdated and cramped rolling stock. The lack of fast, frequent connections to the Northern Powerhouse and employment centres in the region, is a constraint on our economic growth. Business thinks it's time to do something about it, before irreversible damage is done to our economy and even more potential economic growth, is lost. The Business Council strongly supports Growth Track 360 and the investments outlined, that we need for the region."

Ashley Rogers
Chair, North Wales Business Council

**Universities & Colleges**

"The King's School, Chester, is one of the top schools in the North West educating over 1000 girls and boys from a wide catchment area and attracts pupils from as far as Menai Bridge and Oswestry in North Wales and from areas such as Warrington and Crewe. We wholeheartedly support the campaign to improve the rail service to Chester, in particular in North Wales, where a third of our pupils reside. Improvements in rail services are crucial for a school such as King's, enabling more pupils to attend King's without the need for expensive and unnecessary road travel for families, enabling students to become independent travellers and without increasing road congestion. Furthermore, it will help us to attract the widest pool of excellent teachers and staff, critical to supporting our high quality education."

Vicky Titmuss, Director of External Affairs
The King's School, Chester

**Business Associations & Forums**

"Chester Growth Partnership, representing the business sector, is fully supportive of the case for improved rail connectivity to Chester. Effective and efficient infrastructure is imperative to the future growth and prosperity of Chester. Our ambitious plans for investment and growth can only be fully realised with better links to labour markets and integration with other commercial centres."

Guy Butler
Chair, Chester Growth Partnership

**Local Residents/Communities/Rail Users**

"NCRUG have long been campaigning for more frequent and longer trains on the Manchester/North Wales route, where peak time overcrowding is causing suppressed demand along the whole route. The M56/A55 road routes at most times of day suffer slow moving traffic in both directions which could be alleviated if a fast and frequent rail service was available. The opening of the Halton Curve in December 2018 will open up opportunities for fast, frequent services between North and North East Wales and Liverpool Airport, via Liverpool South Parkway and Liverpool City Region, thereby providing a reliable service across the notorious Runcorn Gap. This will greatly improve commuting times and be a sound basis for promoting leisure travel in the whole region and the near Continent".

Ced Green
North Cheshire Rail User Group

**Cultural, Creative & Digital Industries**

"NMI is a fast-growth company with its UK headquarters in Parc Menai, Bangor. NMI is a leading supplier of compliance testing and IT security auditing services to the worldwide gaming industry. With business development staff frequently attending tradeshows and conferences, auditors visiting customer sites worldwide, and management travelling to the Netherlands and other company locations, fast access to London and UK airports is essential to the effective operation of the business. We welcome the investment initiatives to improve the region's rail infrastructure, particularly faster and more direct links to Manchester and Liverpool airport, reliability, and fares more in line with European equivalents."

Dr Richard Edwards
Managing Director, NMI Gaming

**Cultural, Creative & Digital Industries**

"Time is money and so increasing the speed of trains between Chester and Liverpool / Manchester would greatly help our business, customers and staff and make us more competitive."

Simon Kent
Managing Director, Applied Intelligent Marketing

**Business Associations & Forums**

"Alongside skills, improving transport in North Wales is crucial to raising productivity, and this will underpin the long term prosperity of the region and the UK as a whole. Whether it's keeping people on the move or transporting goods from A to B, it's clear that rail is a critical driver of business growth, with 8 out of 10 firms seeing the network as crucial or important to their operations."

Emma Watkins
CBI Wales Director

**Services – Financial, Professional & Logistics**

"An improved rail service to and from Chester is essential for the growth of this wonderful city, not just from a legal and commercial perspective but for ordinary folk and the 1000s of visitors who come and go every year."

Sarah Cornes
Ellis & Co. Solicitors

**Cultural, Creative & Digital Industries**

"Based in Colwyn Bay with premises also in Nantwich, our business has Client's from Dover to Edinburgh. The poor quality of rail services in the region and the overcrowded A55, mean that recruitment and expansion are exceptionally difficult. We support the demand for substantial rail investment in the Growth Track 360 Prospectus."

Alan Cooper
Director, Blue Fox Technology Ltd

**Business Associations**

"As we move toward a vision of a 'Northern Power House' it is essential that our businesses are provided the same opportunities to grow and flourish as is seen in other regions. On this basis electrification of the North Wales and West Cheshire train lines is crucial in ensuring West Cheshire and North Wales businesses feel connected to those major hubs that can offer growth potential and global opportunities. The economic potential that our region can offer the wider North West and national economy should not be underestimated but greater connectivity is key, to ensuring this is the case. West Cheshire & North Wales Chamber of Commerce would appeal to central government to recognise this issue and act quickly to ensure it is addressed."

Colin Brew, Chief Executive Officer
West Cheshire & North Wales Chamber of Commerce

**Local Authorities & Public Sector**

"As Police Commissioner, I welcome an improvement to the transport infrastructure in North Wales and improved links to employment opportunities. A boost to the economy is a boost to the feel good factor in North Wales, which leads on to less crime and disorder. Enhanced partnerships are the way forward."

Arfon Jones,
North Wales Police and Crime Commissioner

**Tourism, Hospitality & Retail**

"Transport links around the region are important to us as a growing business, in order that we can move our staff and stock around easily. A large percentage of our business comes from within our region, particularly Manchester and Liverpool, and infrequent and time-consuming rail transport is often reported as a negative by these customers. If it could be improved, we would see a definite positive impact to our business"

Oddfellows
Jonathan Slater, MD

**Business Associations & Forums**

"Fundamental to any Tourism offer is the quality of our transport system into and throughout the North Wales region. Given the growing numbers of visitors arriving by train we do not have the capacity to cope with the demand. For many years in North Wales we have suffered a mediocre service so any investment in the regional rail infrastructure, is to be very warmly welcomed. We fully endorse and support this proposal and hope at long last the quality of our transport infrastructure will match the rest of our Tourism offer in North Wales."

Jim Jones
Managing Director, North Wales Tourism



Enterprise Zones & Ports



"Having an electrified, fit for purpose train line linking Anglesey Enterprise zone with the North Wales coast and the North of England, offers significant job opportunities to people within the region if the travel to work time is reduced. With the growth and success of enterprise zones and the Anglesey enterprise zone in particular focusing on supply chain opportunities, the transport links are essential to assisting us achieve our potential."

Neil Rowlands

Chair of Anglesey Enterprise zone



Tourism, Hospitality & Retail



"Marketing Cheshire fully supports the findings of the task force. The lack of regular and speedy rail connectivity is a major barrier to both the growth of tourism and the attractiveness of our area to skilled workers."

Katrina Michel

Chief Executive, Marketing Cheshire



Construction & Engineering



"Fellow professionals and customers are now increasingly traveling by train and presently find the current service unreliable. A better rail service would also assist Bolton Birch to increase its influence and grow its business in Chester and the surrounding areas. It will also enhance Chester's reputation and prospects as a must see destination well into the future."

Jonty Goodchild

Senior Director, Bolton Birch



Services – Financial, Professional & Logistics



"Chester is a beautiful city, with thousands of people coming here each year to visit and soak up the history and atmosphere. Any way we can encourage more visitors to the city we should all support as it will help our local economy. As an employer we have many staff who use the trains to get to and from work, so improving the rail services is something we support wholeheartedly."

Liz Chapman, Chester Practice Manager & Associate Director
Quality Solicitors Oliver & Co



Business Associations & Forums



"The Wales Tourism Alliance supports the call for investment in rail infrastructure within the North Wales & Mersey Dee Alliance area. Tourism & Hospitality facilities often compliment business, commercial, scientific and manufacturing activities. Visitors to the region whether for business or leisure, are dependent on integrated transport. Investment in rail infrastructure on the scale outlined within this publication will serve to help unlock the regions capacity to play a crucial role in ensuring the future sustainability of the Northern Powerhouse and will help to ensure Wales secures long-term economic benefit. There is demand for and capacity within the region for more visitors, therefore supporting the efficient movement of employees, visitors and residents through integrating rail networks with communities, airports and major industrial hubs is vital for the regions mid and long-term future. "

Adrian Barsby

Chair, Wales Tourism Alliance



Services – Financial, Professional & Logistics



"At Outwrite PR, we have Clients across the North Wales & Mersey Dee region and the wider UK. A rail system that allows our team to work on the move, is therefore absolutely critical. We need substantial investment in rail for the region, to support our substantial potential for economic growth. We ask the Chancellor to fully support Growth Track 360."

Tracy North

Managing Director, Outwrite PR



Business Associations & Forums



"Enhancement of our transport infrastructure, particularly rail, is an absolute essential for the North Wales economy if we are not to regress and become isolated from the mainstream benefits, as they accrue, of the Northern Powerhouse. The important cross border partnerships are in place. We want to work together and with the Westminster government. It would be a hugely damaging economic blow if we were not HS2 ready when that project arrives in Crewe."

David W Williams MBE

Chairman, North Wales Business Club

**Local Authorities & Public Sector**

"North Wales is a diverse and vibrant economy with world class assets in tourism, energy and advanced manufacturing. Right now we are showing what we can do by outperforming the UK's average growth rate. Like any business entity if we are to achieve the goal of sustainable, long term improvement in the region's economic growth and productivity it is vital that we invest in the future by upgrading our rail infrastructure and services. The Rail Prospectus demonstrates that the current rail network is not capable of supporting our economy and is a barrier to continuing growth. We are proposing an integrated and phased package of rail improvements that will enable economic growth and give people choice in how they travel for work and adventure in North Wales. Our proposals are innovative and realistic, working across boundaries to recognise how the real economy works, treating the network as a whole system and proposing phased investment in incremental improvements to build up the case for the electrification of the Crewe – Holyhead line prior to HS2 in 2027. Our vision is a modern and connected North Wales with a rail system that can deliver better living standards for its people and contribute to the development of the UK economy. Local Government in North Wales is on the Growth Track 360."

Dilwyn Roberts

Chair, North Wales Economic Ambition Board

**Tourism, Hospitality & Retail**

"I am the Franchisee of 4 McDonald's restaurants in Chester and Broughton (Wales). I fully support the proposals outlined in the North Wales Mersey Dee Alliance Rail Improvement Task Force prospectus. I hope that the proposal is well received by the Chancellor of the Exchequer."

Jeanette Roe, McDonald's Franchisee

Northgate Restaurants Ltd T/A McDonald's Chester

**Business Associations & Forums**

"The Chartered Institute of Logistics and Transport Cymru Wales supports the Growth Track 360 prospectus for rail investment as part of the required connectivity, to deliver a core rail network that enables an integrated transport network to connect North Wales and the Mersey Dee area, to the Northern Powerhouse and beyond. Such a network will bring many economic, environmental and social benefits to the regions on both sides of the Welsh border. The electrification of the North Wales Coast Main Line will also enable gauge clearance to W10 to support the development of intermodal freight between Ireland, North Wales, the rest of UK and Europe."

Dr Andrew Potter

Chair, CILT Cymru

**Business Associations & Forums**

"The Gwynedd Business Network has over 700 business members. We fully support the Growth Track 360 prospectus and this, for the first time offers a sensible fully costed integrated approach that provides excellent return on investment. This initiative is worthy of support and will greatly assist the future prosperity of North Wales going forward."

John Lloyd

Director, Gwynedd Business Network

**Services – Financial, Professional & Logistics**

"We employ more than 40 staff and have exciting plans to expand. Improvement in infrastructure and in particular the opportunity to access express trains to and from Manchester and Liverpool is essential to our staff, clients and expansion plans. To attract employees with good skill sets, the commute to the centre of Chester needs to be vastly improved which means putting in place frequent express trains at commuter times with sufficient rolling stock. Attracting people on to the trains will also relieve congestion and parking issues in the city. Chester and North Wales also need to be properly linked to the HS2 initiative at Crewe to ensure that, as a commercial city, Chester has consistent, fast connectivity to all the major cities so that existing businesses in Chester can grow and new businesses are attracted and all are able to make a real contribution to the UK economy."

Sally Pilott

Associate, DTM Legal LLP

**Cultural, Creative & Digital Industries**

"I believe developing a fully integrated transport system is fundamental to grow businesses in Gwynedd, and investment in the North Wales rail infrastructure is key part of that development."

Ian Nellist

Director, Electronic Spider Limited

**Tourism, Hospitality & Retail**

"We believe this investment will have a great positive impact on our local economy. Opening up North Wales to more tourism, more business opportunities and growing the local job market. It is important for the next generation that we are aiming to 'connect the gap' and this is an excellent initiative to do so. We have so much to offer businesses and tourists in North Wales and this will make it even easier for people to make us a destination of choice, or even stop off here whilst travelling to other destinations on a more frequent, more reliable, faster rail service."

Hannah Hughes
Manager, Deganwy Quay Hotel, Conwy

**Business Associations & Forums**

"CH1ChesterBID is the Business Improvement District for Chester City centre and represents over 500 businesses covering a diverse range of business sectors. Improved rail links are vital to the ongoing economic success of the city and will allow us to compete on both regional and national levels. Enhanced connectivity with the rest of the UK will help us attract the additional skills and investment Chester needs to prosper. Efforts to increase visitor numbers and dwell times will be wasted if people are unable to access the city in a fast and efficient manner and it is for these reasons, that CH1ChesterBID fully supports the proposals for improving rail links to Chester."

Carl Critchlow,
BID Manager

**Construction & Engineering**

"Transport is an integral part of modern life whether for people or goods. Welsh Slate is a business with a century's old involvement in serving markets local, national and international which recognises the continuing need to bring NW Wales closer to its markets and its customers and as such wholeheartedly supports this initiative for increased investment in rail transport for the North Wales & Mersey Dee region."

Chris Allwood
MD, Welsh Slate

**Tourism, Hospitality & Retail**

"We have ambitious growth plans over the next five years, and an efficient and effective rail infrastructure linking Chester to both the North West region and the rest of the UK is key requirement in helping us to realise these goals. We work with many businesses in both the North West and London, and travel times to both regions are currently similar! A fast, reliable 'integrated' rail network would not only bring us benefits in efficiency but encourage further cross-region collaboration, which will help the North West to stand out on the national stage and benefit the regional economy. We employ some 200 people at our HQ building, many of whom commute from outside the city. Improved rail links would not only ensure our existing colleagues have sensible commutes to work, but would help us to overcome one of the biggest recruitment challenges we currently face – attracting quality talent to the area."

Miles Hill
Chief Executive, Sykes Cottages

**Business Associations & Forums**

"As Chair of Deeside Business Forum, and vocal advocate for the Northern Powerhouse, I was saddened but not surprised to read that just 1% of commuters utilise rail as a means of transport in Flintshire. Our current infrastructure is absolutely substandard, hindering positive growth and development in our proud region of first-class manufacturing, research and service industries. Substantial investment in the improvement of transport links, and especially rail, is fundamental in the protection and growth of our business community and region as a whole. The UK Government needs to be pressured to address this as a priority and the prospective outcomes of positive action highlighted within the Growth Track 360 campaign cannot be denied."

Askar Sheibani
Chairman, Deeside Business Forum

**Business Associations & Forums**

"Chester Business Club strongly supports the initiative to establish enhanced rail links to and from Chester. There is no doubt that a more efficient service will be vital in helping underpin the City of Chester's trade, commerce and tourism prospects, coupled with helping retain existing jobs and creating new employment opportunities."

Bob Clough-Parker
Secretary - Chester Business Club

**Services – Financial, Professional & Logistics**

"I fully support the draft prospectus for Rail investment in the North Wales & Mersey Dee region (NW & MD), put together by the Cross Border Task Force for Rail Investment. Jackson Fire & Security are situated in Mold, North Wales, we are one hour from the large cities in the North West and benefit from these good links, with some of our largest clients based in Liverpool and Manchester. With the improved transport links between North Wales and the North West being proposed, we would benefit from the boost in economic growth as more companies set up in North Wales, we could generate more revenue closer to home, therefore contributing to a boost in the labour market by taking on more engineers, office support staff etc. We could also encourage our Project Managers to use the rail to carry out surveys in the North West, improving our environmental management."

Steve Jackson
Managing Director, Jackson Fire & Security Ltd

**Business Associations & Forums**

"The Creative North Wales network aims to develop a strong and vibrant digital-creative sector across North Wales. This rail investment across the region is imperative in order to support our vision of developing a creative corridor, across North Wales linking the region strategically from Dublin in the west to the Northern Powerhouse and key creative clusters in Merseyside, Manchester and further afield. The Creative North Wales Network fully endorses this prospectus as a key document for the development of the digital-creative sector, the wider economy and the prosperity of the whole area."

Gareth Jones
Chairman, C6

**Tourism, Hospitality & Retail**

"From a tourism perspective having good transport links are essential this is the case as demonstrated by the most successful tourism economies in the world, with the likes of Switzerland being a comparable example to Wales with varied geographies, remote regions and large cities. Having an electrified train line would significantly reduce travel times to the major cities in the UK including London. Studies show a typical short stay (2/3nights) visitor is prepared to travel up to 2 /2.5 hours. Currently this for north Wales covers the North West of England and West Midlands. Improving and offering a high speed train service will open up many more areas within the typical travel time."

Neil Rowlands
CEO, Treysgawen Hall

**Business Associations & Forums**

"An effective integrated transport system is essential if the economy in North Wales is to reach its full potential, and investment in our rail infrastructure is crucial to that. We are all too aware of the current connectivity problems faced by our members in North Wales in accessing key markets beyond the Welsh border. Investment in rail infrastructure is key to improving connectivity between North Wales and the North West of England and to reducing the pressure on the roads network at peak hours. A more effective transport system will make it easier for small businesses to attract clients and staff and to access markets beyond North Wales. With that in mind we would urge policymakers to take up the proposals in this document."

Gwyn Evans
Regional Chairman, FSB North Wales

**Services – Financial, Professional & Logistics**

"Clients, fellow professionals and customers, many of whom are now increasingly traveling by train in order to maximise their business efficiency on the move, but who presently find the current service unreliable, and currently see the City as 'out on a limb'. An enhanced and more efficient rail service will also assist us in increasing our local influence and to grow our own business in Chester and the surrounding areas."

Tim Kenney BSC FRICS
Partner, Kenneymoore

**Tourism, Hospitality & Retail**

"Bryn Williams at Porth Eirias is a new company that has invested a great deal of money in the local area. We felt that Colwyn Bay and the surrounding area was the right place for us due to the investment and growth already in place. We employ 45 plus local people in our Bistro and we use as much local produce as possible. We feel that the new cross border rail service will benefit us greatly and we have further plans for investment in the area by growing our business and other ventures. The rail service will bring people in from other area's which will benefit both ourselves and the local industry."

David Owen

Director, Bryn Williams at Porth Eirias

**Services – Financial, Professional & Logistics**

"Jane Lewis recruits healthcare professionals from all over North West England as well as North and Mid Wales. In order to complete the complicated recruitment process, potential staff are obliged to visit one of our office, the head office in Chester is incredibly busy with visitors and staff dropping off documents and time sheets every day. In addition our temporary staff attend annual mandatory training events at our offices in St Asaph and Chester. Having a reliable, efficient, electrified rail service linking our offices in Manchester, Chester and North Wales would greatly enhance the ability of our staff to move between offices and encourage much better links between the various business communities, I would strongly urge all Chester business' to support the plan to electrify the rail lines linking Chester with North Wales and other parts of North West England."

Nick Hodson

Director, Jane Lewis

**MP's/AM's/Peers/MEP's**

"Improved services, station improvements and line speed improvements need to be carried out as soon as possible as a pre-requisite for electrification. Fully modernising this vital railway link is crucial to the economy of all parts of North Wales."

Sian Gwenllian

Welsh Assembly Member

**Services – Financial, Professional & Logistics**

"From a business point of view, it would certainly help to increase the number of services directly to London. Having to travel frequently via Runcorn increase the time and cost to our practice."

Norman Pursglove

Chairman, Military House Limited

**Cultural, Creative & Digital Industries**

"An integrated, up-to-date public transport infrastructure is essential to allow us to fully capitalise on major developments such as the Pontio Arts & Innovation Centre in Bangor. A major rail upgrade would significantly increase the positive influence we could have on individuals, businesses and the regional economy through improved connectivity and reduced journey times."

Dewi Hughes

Executive Director, Pontio, Bangor University

**Services – Financial, Professional & Logistics**

"I have been working in North Wales and the North West for over 30 years. One source of amazement as well as frustration, has been the journey times by rail to the cities of Manchester and Liverpool and both airports. We need better connection to help develop the North Wales economy."

Peter Denton

Director, Williams Denton

**Voluntary Sector**

"I write to give my support to the North Wales Economic Ambition Board's campaign for investment into the Region's Rail Infrastructure. Having shared the draft prospectus with our Trustees, we are in agreement that faster, more frequent and better quality rail services would help the region to maximise potential economic growth and reduce barriers to employment."

Ann Woods, Chief Officer

Flintshire Local Voluntary Council



Energy & Environment Sector



"We operate in the energy sector, providing services and products (manufactured in North Wales) to companies in 53 countries on 6 continents. We travel extensively in the UK, maintaining collaboration links with universities for sponsored research, and visiting Clients. For both local and regional travel, the current rail system does not actively support our business and we therefore endorse the objectives of the Growth Track 360 prospectus for rail investment."

Barrie Wells
Conwy Valley Systems Limited



Tourism, Hospitality & Retail



"Zip World won international acclaim when it opened Zip World Velocity at Bethesda in March 2013, since opening another 2 sites in Blaenau Ffestiniog and Betws Y Coed. However, the public transport network has shown to be a barrier to the attainment of potential customers to travel to North Wales. With the right investment, our public transport network needs to provide faster and more frequent journey options at times when passengers need and want to use them, as the current offering is not competitive and lacks a quality of service."

Sean Taylor
Zip World Group



Local Residents/Communities/Rail Users



"Better transport links with other parts of the country will increase access to education, business and tourism in the Deeside, Flint, and Broughton areas and also to the rest of the county and the North Wales corridor. Investment will also allow access for the residents of Flintshire to the major cities & Universities across the UK and most importantly to our capital, Cardiff. This will result in increased opportunities to access employment, and increase the local economy from jobs and tourism. Better transport links will also create sustainable communities, where residents can access jobs and still remain within the county."

Flintshire Federation of Tenants & Resident Groups



Local Authorities & Public Sector



"We are pleased to have been considered and asked to support the Rail Task Force Prospectus, and as a railway society, some of our members are either retired or active railway employees, we whole heartedly support this initiative."

Brian Bollington
Chair, North Wales Railway Circle



Food & Drink



"Halen Mon export 33% of products and most of our key customers are based outside North Wales. If the train travelling time is reduced and the frequency of service increases, this will immensely help our business."

David Lea Wilson
Managing Director, Anglesey Sea Salt



CABINET

Date of Meeting	Tuesday, 20 September 2016
Report Subject	Welsh Language Annual Report
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council has a statutory duty to publish an annual report setting out how it has met the Welsh Language Standards (WLS). The WLS with which the Council has to comply are set out in a Compliance Notice, these Notices are unique to each organisation and specify what the organisations are expected to do and deliver in Welsh and by when they are required to comply. The majority of the Standards are consistent with the commitments set out in the Council's former Welsh Language Scheme.

This report provides an overview of the Welsh Language Annual Report, progress being made to comply with the Standards and identifies areas for improvement.

Flintshire County Council's Annual Monitoring Report 2015/16 is attached as an Appendix. This is the Council's first report on meeting the requirements of the Welsh Language Standards. It includes data specified in the Compliance Notice and actions that have been taken to meet the Standards.

RECOMMENDATIONS

1	To agree the Welsh Language Annual Monitoring Report for the period 2015/16. The report is attached as an Appendix.
2	Note progress being made to implement the Welsh Language Standards and areas for improvement.

REPORT DETAILS

1.00	EXPLAINING THE WELSH LANGUAGE ANNUAL REPORT
1.01	<p>The Welsh Language Measure (Wales) Measure 2011 enables the Welsh Ministers to specify Standards relating to the Welsh language. The aim of the Standards is to continue and develop the work of the former Welsh Language Schemes:</p> <ul style="list-style-type: none"> • improving the services Welsh speakers can expect to receive from organisations in Welsh • increasing the use people make of Welsh language services • making it clear to organisations what they need to do in terms of the Welsh language • ensuring that there is an appropriate degree of consistency in terms of the duties placed on bodies in the same sectors.
1.02	<p>The Welsh Language Commissioner (WLC) served Compliance Notices on each of the 22 local authorities in Wales identifying the Standards to which they must comply. Compliance Notices are unique to each organisation reflecting the linguistic profile of the local community and organisational capacity to meet the Standards. The WLC has the powers to investigate and take action against those organisations who fail to comply with the Standards. This includes imposing financial penalties for non-compliance.</p>
1.03	<p>The Council is required to publish a Welsh Language Annual Report to meet the requirements of the Welsh Language Standards (Standards 158, 164 and 170). The report must include:</p> <ul style="list-style-type: none"> • The number of employees who have Welsh language skills • The number and % of employees who attended training through the medium of Welsh • The number of posts advertised as : <ul style="list-style-type: none"> ○ Welsh essential ○ Welsh desirable ○ Welsh skills not necessary ○ Requirement to learn Welsh • The number of complaints received relating to compliance with the Operational Standards, Policy Making Standards and Service Delivery Standards • Information on how the Council has complied with the Standards
1.04	<p>As the first set of Standards with which the Council has to comply came into force on March 30 2016, a full set of data is not available for this annual report. Future reports will be more detailed.</p>
1.05	<p>Progress and areas for improvement</p> <ul style="list-style-type: none"> • Social Services are implementing the More than Just Words Framework, which has placed them in an excellent position to comply with the Standards and deliver bilingual services. • The Welsh in Education Strategic Plan is being updated and is an

	<p>important strategy for increasing the number of pupils learning through the medium of Welsh and, over time, the pool of potential Welsh speaking employees.</p> <ul style="list-style-type: none"> • An increased number of employees are attending Welsh language training compared to 2014/15. However, more employees need to complete the Welsh language awareness training which is available on Flintshire Acadami at Learning Pool. • As at 31st March 2016, 42% of employees have completed the Welsh language skills audit, compared to 40% on March 31st 2015. It is important that employees complete the audit. Without this baseline data it is difficult to develop a strategy to ensure that employees have the appropriate level of Welsh language skill for their post. Further initiatives to increase the response rate to the audit will be introduced over the next 12 months.
1.06	<p>There were three complaints relating to Welsh language during 2015/16 compared to five complaints during 2014/15. The complaints related to:</p> <ul style="list-style-type: none"> • corresponding in English when the customer had initiated correspondence in Welsh • English music recorded on the Welsh telephone line for calls to Council Tax • public information in Welsh not equal to English information <p>However, although not included in this annual report, there have been 10 complaints since 1 April 2016. These will be reported in the 2016/17 annual report; they relate to:</p> <ul style="list-style-type: none"> • Failure to provide a service through the medium of Welsh • Misspelling on a sign • Information - signage, posters and forms - available in English only (four complaints) • Corresponding in English only when the customer had initiated correspondence in Welsh • Welsh not equal to English on website and Facebook pages* • Equipment/machinery instructions not available in Welsh • Television not tuned into Welsh channels <p>These complaints are being investigated by the Welsh Language Commissioner. The Commissioner has dismissed the complaint relating to corresponding to a customer in English, on the grounds that it was not the responsibility of the Council but the function of the Returning Officer, who is exempt from the Standards.</p>
1.07	<p>A series of “workforce news” items, including Frequently Asked Questions, were circulated to ensure managers and employees were aware of the changes and were compliant with the new Standards. A page dedicated to the Standards has been placed on the intranet with resources to support employees. Further “workforce news” items and initiatives to raise awareness are planned over the next few months to remind employees of the Standards with which they should be already complying and to give advance warning of the Standards which will come into force on 30 September 2016.</p>

1.08	From 30 September, the Welsh Language Standards require the Council to produce a five year Welsh Language Promotion Strategy and a policy for Welsh in the workplace. These documents are currently being drafted. The purpose of the Welsh Language Promotion Strategy is to raise the visibility and profile of the Welsh language and maintain or increase the number of Welsh speakers in the county. The strategy will be closely linked with the Welsh in Education Strategic Plan. A policy for Welsh in the Workplace is also being developed; this aims to increase the opportunities for employees to use Welsh whilst at work.
1.09	To ensure that the reporting timeframe for the Welsh Language Annual Report can be met, a limited number of specific actions and measures will be developed around completion of the Welsh language skills audit and incorporated into CAMMS (the Council's integrated performance management system). This will facilitate effective and efficient reporting for services in the future.

2.00	RESOURCE IMPLICATIONS
2.01	It is difficult to estimate the full financial cost of implementing the Standards. There will be an increased use of interpretation and translation services to meet many of the Standards and meet the needs of Welsh speaking customers and employees. Non-compliance with individual Standards may result in the Commissioner imposing financial penalties on the Council. Continual breaches by services may have a significant cumulative financial impact on the Council.
2.02	There are training implications for employees. Both Welsh language skills training and Welsh language awareness training is provided. The numbers accessing Welsh language awareness training needs to be increased. Managers need to ensure that employees comply with the Standards and are aware of their responsibilities.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation was not required for this report, but services have contributed to the content of the Annual Report.

4.00	RISK MANAGEMENT
4.01	Meeting the Standards will promote equality for Welsh speakers in service delivery and for Council Welsh speaking employees. They will ensure that the Council considers the impact of policies and decisions on both Welsh speakers and the Welsh language to promote positive impact and eliminate/reduce negative impact.

5.00	APPENDICES
5.01	Welsh Language Annual Report

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Compliance Notice</p> <p>Contact Officer: Fiona Mocko Policy Advisor Equality and Cohesion Telephone: 01352 702122 E-mail: fiona.mocko@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>CAMMS: an integrated planning, risk management and programme/project management and reporting system.</p> <p>Compliance Notice: specifies the exact standards that each organisation should comply with and also the date by which they are required to comply with a standard.</p> <p>Welsh Language Measure: Welsh Language (Wales) Measure 2011: confirms the official status of Welsh, creates a new system of placing duties on bodies to provide services through the medium of Welsh and creating the post of Language Commissioner with enforcement powers.</p> <p>Welsh Language Scheme: policy stating the Council's commitment to the Welsh language, this includes an action plan setting out how it plans to deliver bilingual services.</p> <p>Welsh Language Standards: specify standards of conduct language in relation to the Welsh language.</p>

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**Flintshire
County
Council**

**Welsh
Language
Annual Report
2015/16**

Welsh Language Standards

Monitoring Report 2015 - 2016

Executive Summary

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Appendices

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Executive Summary

The Welsh Language Standards came into force on 30 March 2016 and the Council was required to comply with 146 Standards by this date. Some of these Standards we are challenging and are waiting to hear a decision from the Commissioner. Many of the Standards that apply to the Council reflect the commitments in our previous Welsh Language Scheme. We will need to comply with some additional Standards by 30 September 2016. This is the first Welsh Language Annual Monitoring Report and covers the period April 2015 to March 2016; it shows actions we have been taking to comply with the Standards. It also includes data we are required to publish.

We welcome the Welsh Standards and the opportunities that they bring to increase the provision of Welsh medium services and the rights they offer to the public and employees. Throughout Wales this will increase the visibility of the Welsh language. We are proud of our heritage and value the Welsh language; we are delighted to be hosting the Urdd Eisteddfod in Flint during May/June 2016. The Council believes that respecting and meeting the language needs and preferences of our customers is central to good and effective customer care. We provide services to the most vulnerable people in our communities, where accessing services in an individual's first language is especially important.

We recognise that we are making progress but there are still improvements to be made. We will strengthen the links between Welsh language and the Council's Improvement Plan to contribute towards mainstreaming Welsh language throughout the Council's priorities. The implementation of a new performance management system, CAMMS, and the incorporation of Equality and Welsh language impact assessments within this system will contribute to effective monitoring of implementation of the new Welsh Language Standards. The Council supports one of the well-being goals in the Well-being of Future Generations (Wales) Act 2015; "A Wales of vibrant culture and thriving Welsh Language". This supports our aim to continue to improve the provision of services through the medium of Welsh.

Colin Everett
Chief Executive

Councillor Billy Mullin
Cabinet Member for Corporate
Management

Welsh Language Standards Annual Monitoring Report 2015/16

1. Introduction

- 1.1 Flintshire County Council has adopted the principle that in the conduct of public business and the administration of justice in Wales it will treat the Welsh and English languages on a basis of equality. The introduction of the Welsh Language Standards continues and develops the work of the Welsh Language Schemes.
- 1.2 The Council is required to publish an annual report by 30 June as set out in the Standards 158, 164 and 170. The full list of Standards with which we are required to comply is available [here](#). We will also report annually to the Council's Cabinet on performance in relation to the Standards.
This report focuses on the period 1st April 2015 to 31st March 2016; this is the first annual report since the introduction of the Welsh Language Standards.
- 1.3 We have published a list of actions we have taken to comply with the Standards on our website.
- 1.4 The Chief Executive has overall responsibility for ensuring compliance with the Standards.

Colin Everett
Chief Executive
Flintshire County Council
County Hall
MOLD
Flintshire
CH7 6NG

Telephone: (01352) 702101
E-mail: chief_executive@flintshire.gov.uk

2. Compliance with Service Delivery Standards

- 2.1 To ensure that all employees are aware of the Service Delivery Standards we have been circulating information to managers and employees on a regular basis. Managers were asked to ensure their Services were compliant.
- 2.2 Specific guidance has been issued to employees:
- Dealing with telephone calls
 - Dealing with correspondence
 - Reception services
 - Producing documents, certificates for the public
 - Social media, websites, self - service machines
- 2.3 Standard statements offering customers the opportunity to correspond in Welsh have been provided to employees, these are included on letterheads and documents. A standard statement welcoming correspondence in Welsh is available for inclusion as a footer on all emails which are sent externally.
- 2.4 Iaith Gwaith posters are on display in all reception areas, Welsh speaking employees and Welsh learners wear the Iaith Gwaith lanyards and/or badges.
- 2.5 The Council's website, Apps and self-service machines are bilingual as is the Council's Twitter page. The Council's Social Media Policy includes a requirement to comply with the Welsh Language Standards.
- 2.6 Members of the public who apply for courses run by the Council will be asked their preferred language (Welsh or English) to assess the need for lessons to be provided through the medium of Welsh. Swimming lessons are already available through the medium of Welsh.
- 2.7 A Complaints Procedure is already in place. Complaints about Welsh language are set out in section six.
- 2.8 The induction pack for new employees now includes additional information about the Standards and responsibilities and rights of employees.

2.9 A Welsh language delegated leads network, with membership comprising representatives from each of the Council's portfolios, has been established. The aim of this group is to champion Welsh language across the Council, promote the use of Welsh by employees, share good practice within their service and contribute to initiatives to increase the use of Welsh.

2.10 We have challenged the Standards relating to meetings, audio announcements and signage in service delivery. Until the Commissioner has informed the Council of her decision on the evidence we have presented, we will continue to comply with the commitments made within our previous Welsh Language Scheme.

3. Compliance with Policy Making Standards

3.1 The equality impact assessment toolkit has been reviewed and amended to include Welsh language. Work is currently underway to incorporate this within the corporate performance management system. This will ensure that progress to completing impact assessments can be monitored more effectively.

3.2 Training will be provided to elected members and employees on completing equality and Welsh language impact assessments. This is supported by an e-learning module.

3.3 Menter Iaith Sir Y Fflint attend the Equality Impact Assessment Stakeholder Group in which representatives of people with protected characteristics and Welsh speakers contribute to equality impact assessments as they are being undertaken.

3.3 Guidance on consultation and research, including Welsh language is available on the intranet. This has been promoted to employees as has the requirement to comply with the Policy Making Standards.

4. Compliance with Operational Standards

4.1 Employees and managers have been informed of the Operational Standards and the rights of employees.

4.2 Everyone has been informed of their rights to receive personally addressed employment related correspondence through the medium of Welsh. This information is recorded on iTrent (human resource management system) and by managers.

- 4.3 Cysgliad (Welsh grammar, spellchecker and dictionary) is available for employees.
- 4.4 Resources to support Welsh learners and Welsh speakers are available on the intranet.
- 4.5 Instructions on how to set up laith Gwaith on email signatures, bilingual email addresses and bilingual out of office messages have been circulated to employees.
- 4.6 A process to assess the linguistic skills required for new posts is in place. A method to record the number of posts that have been assessed as desirable or essential has been developed. The number of posts assessed as Welsh essential or Welsh desirable will be reported from 2017 onwards.
- 4.7 Application forms for posts have been altered for job applicants to indicate whether they wish to use Welsh at interview.
- 4.8 We are challenging Standards relating to meetings, audio messages, intranet and signage in the workplace.
- 4.9 We have assessed the Welsh language skills of employees (excluding those employed by schools). The results of the assessment show that under 50% of employees have completed the skills audit. Action will be taken over the next 12 months to increase the number of employees who complete this audit. The breakdown of employees who have completed the audit is shown in Table 1.

Table 1: Number and percentage of employees who have completed the Welsh language skills audit

Portfolio	Completed	Headcount	%
Chief Executives	31	51	60.78%
Community and Enterprise	225	400	56.25%
Education and Youth	110	281	39.15%
Governance	117	135	86.67%
Org Change 1	175	443	39.50%
Org Change 2	124	446	27.80%
People and Resources	119	164	72.56%
Planning and Environment	111	178	62.36%
Social Services	376	973	38.64%
Streetscene and Transportation	115	493	23.33%

FCC	1503	3568	42.12%
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Language skills are assessed at five levels, the description of each level is set out in Appendix 1.

The results from Table 2 set out employees' level of Welsh language skills. It shows that of the 42.12% employees who completed the skills audit over 33% of employees do not have any Welsh language skills and less than 5% of employees are fully proficient. Over 40% of employees assess themselves at level 1 Entry level – "some Welsh skills".

Table 2: The number and percentage of employees and level of Welsh language skills.

Portfolio	Level 0 (None)		Level 1 (Entry)		Level 2 (Foundation)		Level 3 (Intermediate)		Level 4 (Advanced)		Level 5 (Fully Proficient)	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
Chief Executives	7	22.58	8	25.81	10	32.26	2	6.45	3	9.68	1	3.23
Community and Enterprise	70	31.11	92	40.89	33	14.67	13	5.78	8	3.56	8	3.56
Education and Youth	30	27.27	38	34.55	20	18.18	6	5.45	5	4.55	11	10.00
Governance	41	35.04	47	40.17	12	10.26	4	3.42	5	4.27	6	5.13
Org Change 1	48	27.43	73	41.71	22	12.57	12	6.86	9	5.14	10	5.71
Org Change 2	56	45.16	49	39.52	7	5.65	5	4.03	2	1.61	5	4.03
People and Resources	42	35.29	51	42.86	10	8.40	5	4.20	9	7.56	2	1.68
Planning & Environment	36	32.43	42	37.84	11	9.91	5	4.50	12	10.81	5	4.50
Social Services	117	31.12	166	44.15	53	14.10	13	3.46	13	3.46	13	3.46
Streetscene and Transportation	52	45.22	38	33.04	9	7.83	8	6.96	4	3.48	4	3.48
FCC	499	33.50	604	40.20	187	12.46	73	4.86	70	4.66	65	4.32

5. Training

5.1 The Council provides Welsh language awareness training for employees. This is offered as an e-learning module or as a workshop. During 2015/16 this training was completed by 155 employees. In addition, Welsh language skills training is available for employees. Attendance on Welsh language skills training is set out in Section 5.3.

5.2 We are required to report:

i) the number of employees who attended courses through the medium of Welsh - no employees have attended training through the medium of Welsh.

ii) if a Welsh version of a course was offered - the number and % of employees who attended the Welsh version. There is information on the Council's intranet pages to inform employees that if they wish to attend any of the courses in Welsh to contact Corporate Learning and Development Team. The Council has an informal agreement with

Gwynedd County Council which means that Flintshire County Council employees can attend courses in Welsh with them. No one has enquired or requested any training through the medium of Welsh.

5.3 **Welsh language skills training**

A variety of Welsh language skills training courses are provided, these include short courses for employees who have no knowledge of Welsh, to help them learn some basic expressions through to opportunities for fluent Welsh speakers to develop confidence and writing skills. There was an increase in the number of employees who attended Welsh language skills training during 2015/16, 129 employees attended training compared to 51 employees who attended training during 2014/15. Details of Welsh language skills training attended during 2015/16 is set out below.

Table 3: Number of employees attending Welsh language skills training

Level	Number 2015/16
Basic Language Skills	40
Entry	29
Foundation	20
Intermediate	24
Advanced	14
Proficient	2
Total	129

5.4 To encourage the use of Welsh in the workplace:

- employees who attend Welsh lessons also receive a desktop dictionary in addition to access to Cysgliad.

- external training providers have been asked to provide bilingual slides within their presentations such as Welcome/Croeso, Thank you/Diolch
- managers are being provided with bookmarks with a sample of expressions to use in meetings
- expressions to use in shops and cafes in Council premises are promoted during Shwmae/Su'mae Day.

We regularly undertake initiatives to promote awareness of Welsh language training and encourage use of Welsh in the workplace. During the Urdd May/June 2016 and Euro 2016 we will be highlighting the importance of learning Welsh.

6. Complaints

During 2015/16 we received three complaints relating to the Welsh language

Portfolio	Service	Detail	Outcome
Community and Enterprise	Flintshire Registration Service	Correspondence regarding a Notice of Marriage sent in English (Welsh ceremony booked).	Employees have been reminded about the importance of responding to customers in their preferred language (Welsh or English)
Community and Enterprise	Revenues	English music recorded on the Welsh line for Council Tax (should be Welsh music).	The music played whilst waiting for telephone calls to be answered is to be reviewed
Organisational Change - IB	Leisure Services (Afon Spa)	Public information in Welsh is not equal to English.	Leisure services pages on the website have been reviewed to improve the quality of the Welsh pages

7. Future Actions

Moving forward during 2016/17 we will continue to remind employees and managers about their responsibilities to meet the Welsh language Standards.

We are preparing to meet the Standards that come into force on 30 September 2016. This will include developing a policy for Welsh in the workplace and working with partners to develop a Promotion Strategy to increase the number of Welsh speakers in the county.

We will include specific actions to ensure and report on compliance with the Standards within the Council's performance management system. The development and implementation of the Well-being plan, as required by the Well-being of Future Generations Act 2015, will be a further opportunity to enhance the work which we are doing to meet the Standards.

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Appendix 1 WELSH LANGUAGE SKILLS SELF-ASSESSMENT TOOL

	LISTENING / SPEAKING	READING / UNDERSTANDING	WRITING
LEVEL 0	<ul style="list-style-type: none"> • No appreciable ability 	<ul style="list-style-type: none"> • No appreciable ability 	<ul style="list-style-type: none"> • No appreciable ability
LEVEL 1	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Pronounce Welsh words, place names, department names, etc. • Greet and understand a greeting. • Use basic every day words and phrases, e.g. thank you, please, excuse me, etc. • Understand / pass on simple verbal requests of a routine / familiar / predictable kind using simple language, e.g. 'May I speak to...' • State simple requests and follow up with extra questions / requests in a limited way 	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Understand simple key words and sentences on familiar / predictable matters relating to my own job area, e.g. on signs, in letters. 	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Fill in simple forms, note down simple information, e.g. date and venue of a meeting, Welsh address, etc.
LEVEL 2	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Understand the gist of Welsh conversations in work • Respond to simple job-related requests and requests for factual information • Ask simple questions and understand simple responses • Express opinions in a limited way as long as the topic is familiar • Understand instructions when simple language is used 	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Understand factual, routine information and the gist of non-routine information on familiar matters related to my own job area , e.g. in standard letters, leaflets, etc. 	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Write short simple notes / letters / messages on a limited range of predictable topics related to my personal experiences or my own job area
LEVEL 3	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Understand much of what is said in an office, meeting, etc. • Keep up a simple conversation on a work related topic, but may need to revert to English to discuss / report on complex or technical information • Answer predictable or factual questions • Take and pass on most messages that are likely to require attention • Offer advice on simple job-related matters 	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Scan texts for relevant information • Understand a fair range of job-related routine and non-routine correspondence, factual literature, etc. when standard language is used. 	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Write a detailed / descriptive letter relating to my own job area, but will need to have it checked by a Welsh speaker • Make reasonably accurate notes while someone is talking
LEVEL 4	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Keep up an extended casual work related conversation or give a presentation with a good degree of fluency and range of expression but may need to revert to English to answer unpredictable questions or explain complex points or technical information • Contribute effectively to meetings and seminars within own area of work • Argue for/against a case 	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Read and understand information fairly quickly as long as no unusual vocabulary is used and no particularly complex or technical information is involved 	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Prepare formal letters of many familiar types such as enquiry, complaint, request and application • Take reasonably accurate notes in meetings or straightforward dictation • Write a report / document relating to my own job area, but will need to have it checked by a Welsh speaker
LEVEL 5	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Advise on / talk about routine, non-routine, complex, contentious or sensitive issues related to own experiences • Give a presentation/demonstration • Deal confidently with hostile or unpredictable questions 	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Understand complex ideas and information expressed in complex or specialist language in documents, reports correspondence and articles, etc. 	<p style="text-align: center;">I Can:</p> <ul style="list-style-type: none"> • Write letters on any subject • Write full / accurate notes of meetings while continuing to follow discussions and participate in them

- | | | | |
|--|--|--|---|
| | <ul style="list-style-type: none">• Carry out negotiations using complex / technical terms• Give media interviews | | <ul style="list-style-type: none">• Write reports / documents with confidence but they may need to be checked for minor errors in terms of spelling and grammar |
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CABINET

Date of Meeting	Tuesday 20 September 2016
Report Subject	The Final Stage of the Review of Existing Speed Limit Orders on the Councils Highway Network and Proposed Process Improvements for any Future Changes to Speed Limit Orders.
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Environment
Report Author	Chief Officer (Streetscene and Transportation)
Report Type	Strategic

EXECUTIVE SUMMARY

In June 2015, Cabinet approved the revised timetable for the review of speed limits on the Council's classified Highway Network and work on this initial phase of the speed limit project is now broadly completed. This report details the intended approach for the next and final phase of the work, which will address the historic anomalies within the existing speed limit orders on all other routes on the Highway Network, which have greatly impacted on the time taken to deliver of the first phase of the speed limit review.

In addition, the current process for implementing speed limit orders is both complex and time consuming and there is a clear need to adopt a more efficient method of working and a number of potential improvements to the existing process are also identified within this report.

Final completion of this review will provide the Authority with confidence in both the accuracy and legality of all speed limit orders on all of Flintshire County Council's Highway Network. Adopting the revised process will also provide a consistent, transparent and more simplistic approach for any future revisions to speed limit orders.

Recommendations

- | | |
|-----|---|
| (1) | That Cabinet approve of the revised process to deliver the final phase of the review of speed limit orders on all of the Council's Highway Network. |
| (2) | That Cabinet approve the proposed changes to the process which will be adopted for any future revisions of highway speed limit orders. |

REPORT DETAILS

1.00	THE NEED FOR A REVIEW OF SPEED LIMITS ON THE HIGHWAY NETWORK
1.01	The Authority recently undertook a review of all existing A & B classification roads within the County, in order to evaluate the effectiveness and suitability of the existing speed limits. The review commenced in 2012 and was broadly completed earlier this year.
1.02	The work to complete the review has been both time consuming and excessively complex. This is mainly due to the complex requirement to revoke and amend existing Traffic Regulation Orders, both on the classified network itself and on adjoining side roads, where the existing speed limit orders abuts those in place on the classified network.
1.03	The complications arise from the fact that Traffic Regulation Orders do not simply state the start and end of a speed limit on a single stretch of carriageway and most include multiple sections of the network within a single Order. The Orders often intersect with numerous other side road Orders along their length and it is important therefore that the details within each Order correctly align. Given that the speed limits in a given area may have been subject to a number of revisions over the past 60 years, in some situations, this is not always the case.
1.04	During the course of the initial review it also became apparent that (in some cases) when the need had previously arisen to revoke or amend a section of an existing Order, the records held within the Authority's files did not always correspond to the Orders displayed on site. Sections of existing Orders had also previously been revoked in error, or (in some isolated instances) the Order had been incorrectly revoked in its entirety.
1.05	Other complications which have developed over time include the utilisation of historical data and out of date information within old Orders. This includes the use of conflicting road names, unofficial local variations to road names and reference points which are no longer in existence (e.g. demolished bridges). Given the occasional and isolated nature of previous speed limit changes, until the recent undertaking of a broader review, such inaccuracies had previously gone undetected.
1.06	Given the complexity of the individual Orders it is essential that an accurate and 'controlled system' of recording details of each speed limit is maintained by the Council. This process is both time consuming and requires a high level of resources - with failure to do so leaving the Authority vulnerable, with incomplete records offering little resilience to support potential legal and technical challenges.
1.07	In order to easily implement any future speed limit Orders on the Highway Network (to an enforceable standard), it is essential that this situation is addressed as a matter of urgency. To enable this to happen it is proposed that the Authority adopts a system whereby all speed limit Orders, both past and present, are contained within a single controlled environment and

	<p>within a single consolidated Order, covering all speed limits across the whole of Flintshire County Council's Highway Network. The single Order will confirm and support the speed limits in place across the County at a given point in time and all other historical orders will then be revoked.</p>
1.08	<p>A similar situation existed at the time of the Civil Parking Enforcement review in 2013 whereby all parking Orders were revoked and consolidated within one Order to enable the multitude of anomalies and inaccuracies across a number of individual Orders to be corrected in a single operation and it is proposed that the same method be used to address the anomalies associated with the Authority's speed limits.</p>
1.09	<p>Prior to consolidation, a mapping exercise must firstly be conducted in order to accurately record the positioning of all existing speed limits and once this work has been completed the single consolidated Order can be introduced. This approach will also allow the Authority's speed limits to be both viewed and advertised within a simple and easy to understand map-based format, which will promote a transparent approach to both existing records and for all future changes. The information on all speed limits will also be easily accessible to members of the public via the Flintshire County Council website.</p>
1.10	<p>Following the consolidation, it is proposed that all speed limits within the County (i.e. those not previously encompassed within the recent speed limit review) will then be reviewed following a risk based route approach, to ensure compliance with national guidelines on every road in the County. It is anticipated that such a review would require a 5 year programme with the implementation of any changes being made as an ongoing process of amendment to the main consolidation Order.</p>
1.11	<p>Although the above arrangements will greatly improve the validity of existing speed limits within the County, it is also important to review the existing process by which speed limit Orders are made. This will improve the efficiency and speed of the amendment process and reduce the resources needed to introduce any required changes to speed limit Orders in future.</p>
1.12	<p>Streetscene officers currently write the legal Order for any given proposal, following which every Order is then passed to Legal services for checking. Although this is an improvement on the previous process whereby the Traffic Services team required Legal services to write all Orders, there is still substantial scope for improvement, particularly to improve the overall time taken to implement revised orders.</p>
1.13	<p>In order to eliminate the reliance on Legal services, Streetscene officers are currently drafting a system of templates, which once approved by Legal services, will standardise the Order writing process for any given future eventuality. Not only will this approach provide consistency to all future Orders, Legal services approval will only be required for amendments of templates, and no longer be required on an individual case basis.</p>
1.14	<p>Adoption of this revised process will streamline the current (often over complicated) process and will also reduce demand on legal officers time.</p>

1.15	<p>Whilst reviewing the existing Order making process, a number of other improvements have been identified, which will reduce the cost to the service and to provide time savings to the existing process;</p> <p>a) To update the Statutory Consultee list with valid email addresses and provide all future information relating to proposals electronically, as opposed to issuing hard copy correspondence and associated drawings.</p> <p>b) For purposes of future consultation with the Public, the notice of proposals will be provided electronically to the nearest Flintshire County Council Connects Office and relevant Community Council to enable wider consultation with the general public (in accordance with recent change in consultation procedure). This will alleviate the current requirement for Officers to create multiple information packs to be deposited at local libraries, Post Office's and Leisure Centres. All proposals will continue to be advertised in the local press and in County Hall.</p>
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2.00	<u>RESOURCE IMPLICATIONS</u>
2.01	Approval of the proposed process will greatly reduce current demand on Legal services.
2.02	The utilising of approved templates will reduce demand on Streetscene resources.
2.03	A mapping exercise is required to accurately record the positioning of existing speed limits within the County. This will require additional Technical Officer services, which will funded through existing service budgets.

3.00	<u>CONSULTATIONS REQUIRED / CARRIED OUT</u>
3.01	With Cabinet Member

4.00	<u>RISK MANAGEMENT</u>
4.01	Should the review of existing speed limit orders not be undertaken, the Authority is at risk of challenge against the legality of both existing and future speed limits.
4.02	Flintshire County Council may also be at risk of not adhering to the statutory duty of care in relation to road safety in the event that speed limits are not enforceable.

5.00	<u>APPENDICES</u>
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk

7.00	<u>GLOSSARY OF TERMS</u>
7.01	None

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CABINET

Date of Meeting	Tuesday, 20 September 2016
Report Subject	Contract Procedure Rules
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Officer (Governance)
Type of Report	Strategic

EXECUTIVE SUMMARY

In 2015/16 the Council spent £150m procuring goods and services. Contract Procedure Rules (CPRs) set out how officers must advertise and award contracts, to ensure that they are let in a lawful, fair and open manner. The Council last revised its CPRs in September 2013. It is appropriate to review them again in light of changes in European procurement law, the introduction of the Well Being of Future Generations Act, the move to electronic procurement and the introduction of the new welsh language standards.

The Council shares its procurement service with Denbighshire County Council. The service has drafted revised CPRs which Denbighshire have already adopted. Ideally our rules would be the same or similar as those in Denbighshire to create consistency for suppliers and the service itself.

The proposed CPRs:

- update the rules to reflect the changes above
- present the rules more clearly to aid understanding and compliance
- increase member oversight of the procurement process; and
- encourage clear planning and upfront approval of the contracting process

RECOMMENDATIONS

1	<p>That Cabinet recommends Council:</p> <ul style="list-style-type: none"> • adopts the proposed CPRs • harmonises delegated authority levels for spending decisions within the Constitution with effect from 1 November 2016
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REPORT DETAILS

1.00	EXPLAINING THE PROPOSED NEW CONTRACT PROCEDURE RULES
1.01	<p>The Council spent in the region of £150 million in 2015/16 on the goods and services needed to deliver public services. With this level of spend it needs to:</p> <ul style="list-style-type: none"> • Achieve value for money for residents and businesses through properly planned and executed procurements, and • Understand and improve the impact which procurement spend has on the local economy
1.02	<p>CPRs set out the processes that officers must follow when advertising and awarding contracts. They ensure that contracts are procured in an open and consistent manner with controls on key decisions during the process, and proper records. The level of oversight rises with the contract value so that the level of formality is appropriate and not overly burdensome.</p>
1.03	<p>The current CPRs were adopted by the Council in September 2013. Since that time a number of key changes which need to be reflected in our processes have taken place:</p> <ul style="list-style-type: none"> • The EU procurement rules have changed • The Wellbeing of Future Generations (Wales) Act 2015 • New Welsh Language Standards have been introduced • The Council has software that can manage the procurement process from finding and selecting a supplier through to placing orders and pay invoices
1.04	<p>The proposed new CPRs are quite different in style and layout. As can be seen from the section headings below they are written in a logical order that flows a step by step from the considerations necessary before placing a contract, through sourcing of suppliers to award of contract and contract management. They put greater focus on planning the procurement route and early approval/authorisation which is an area of weakness at present.</p> <ul style="list-style-type: none"> • General Arrangements • Procurement Planning • Document preparation • Offer to Market • Evaluation & Contract Award • Contract Management
1.05	<p>The proposed CPRs use consistent thresholds based on the contract value to determine who will make key decisions such as:</p> <ul style="list-style-type: none"> • The method of procurement used • Authority to enter into the contract • Exemptions to some of the requirements of CPRs • Approval of any contract variation or early termination
1.06	<p>The values are listed below and the level at which the relevant decision must be taken is also shown. These levels increase the degree of oversight for members because under current CPRs member involvement</p>

	is only required above £2m. Whilst in practice member approval is sought at lower values based on the perceived importance or significance of the contract the proposed CPRs formalise that requirement.										
	<table border="1"> <thead> <tr> <th>Contract Value</th> <th>Authorisation Required from</th> </tr> </thead> <tbody> <tr> <td>Up to £250,000</td> <td>Manager of the service</td> </tr> <tr> <td>£250,001 to £1,000,000</td> <td>Chief Officer</td> </tr> <tr> <td>£1,000,001 to £2,000,000</td> <td>Delegated decision</td> </tr> <tr> <td>£2,000,001 and over</td> <td>Cabinet</td> </tr> </tbody> </table>	Contract Value	Authorisation Required from	Up to £250,000	Manager of the service	£250,001 to £1,000,000	Chief Officer	£1,000,001 to £2,000,000	Delegated decision	£2,000,001 and over	Cabinet
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£1,000,001 to £2,000,000	Delegated decision										
£2,000,001 and over	Cabinet										
1.07	<p>Another of the key changes in the proposed CPRs is an up-front authorisation process, where the procurement strategy is approved prior to going to the market, rather than retrospectively based on the quotations/tenders received. The intention of this change is to:</p> <ul style="list-style-type: none"> • Encourage more thorough and rigorous planning of the procurement • Enable better resource planning to ensure that sufficient capacity is allocated to the procurement exercise • Place more emphasis on services to think through the requirement • Speed up the process at the critical quotation/tender receipt stage <p>The proposed CPRs introduce a “commissioning form” – basically a business case and forward plan which outlines matters such as the options considered, budget, proposed route to market, and award criteria.</p>										
1.08	<p>Community benefits are additional services or investment made by contractors in addition to the goods and services they are contracted to provide. Examples of community benefits already delivered in Flintshire include:</p> <ul style="list-style-type: none"> • An apprenticeship scheme as part of SHARP • The community benefit investment fund as part of the residual waste treatment project • Support for community groups through WHQS contracts <p>The threshold for mandatory inclusion of community benefits has dropped from £2 million to £1 million. This is not only in line with Welsh Government’s Procurement Policy Guidance, but also reflects the Council’s Improvement Plan where the aspiration is to include community benefit clauses in every contract.</p> <p>Work is being undertaken to:</p> <ul style="list-style-type: none"> • Develop a clearer strategy for the council’s requirements from community benefits; • Develop and implement a robust process for ensuring that community benefits are built-in from the outset, and the system for collecting evidence of delivery is robust; • Provide training and guidance for officers managing contracts delivering community benefits; • Creating a centralised “depository” of community benefits delivered 										

1.09	<p>The CPRs form part of the Constitution and it is important that the document as a whole is consistent. Delegated authority levels for spending decisions feature in the scheme of delegation for officers and the financial procedure rules. It is proposed that these are also brought into line with the above table in so far as is possible and practical (for example, the power to authorise payment of invoices over £1m will remain delegated to officers).</p> <p>There are other financial delegations within the Constitution (such as virements), and these will remain unchanged.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no financial implication arising directly out of this report.
2.02	Following approval of the proposed CPRs there will be a programme of training for officers. This will commence with awareness sessions at portfolio DMTs with longer sessions for those actually undertaking day to day procurement.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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
3.02	After approval by Cabinet the CPRs will need to be considered by the Audit Committee (26 September 2016) before going to the Constitution Committee (5 October 2016) and then Full Council (19 October 2016).

4.00	RISK MANAGEMENT
4.01	The proposed CPRs include a requirement as part of the procurement planning process to consider the Council's obligations under the Well Being of Future Generations (wales) Act 2015 as well as the public sector equality duty under the Equality Act 2010.

5.00	APPENDICES
5.01	Appendix 1 – proposed Contract Procedure Rules

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Current Contract Procedure Rules http://infonet.flintshire.gov.uk/en/Document-Repository/Governance/Democratic-Services/Constitution.pdf</p> <p>Contact Officer: Gareth Owens, Chief Officer Governance Telephone: 01352 702344 E-mail: Gareth.legal@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Delegated authority – the financial levels below which decisions can be made by officers without needing further formal approval from councillors.

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Contract Procedure Rules

July 2016



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INTRODUCTION

Procurement is the process by which the council manages the acquisition of all its goods, services (including but not limited to consultants/consultancy services of any type) and works of all sorts. It includes the identification of need, consideration of options, the actual procurement process and the subsequent management and review of the contracts. These contract procedure rules (CPRs) apply to all areas of council activity and any type of sub-contracting, apart from contracts for the acquisition and sale of interests in land and the exempt contracts described in CPR [2.8 “Exempt contracts”](#).

These CPRs have the following key objectives:

1. To ensure that the council obtains value for money and achieves its duty of achieving best value as defined in section 3 of the Local Government Act 1999;
2. To ensure that the council complies with UK and European law that governs the procurement of goods, services and works;
3. To establish procurement procedures which, when followed, should protect members and officers of the council from any allegation of acting unfairly or unlawfully which may be made in connection with any procurement by the council relating to goods, services or works;
4. To ensure that any risks associated with commencing procurement processes and subsequently entering into contracts are assessed as part of the procurement process; and
5. To ensure that fairness and transparency remains at the forefront of all procurement activity undertaken by officers and approved by members on behalf of the council.

Procurement by the council is governed by detailed European and United Kingdom legislation, as are other areas of council contracting. The law requires all council procurement and contracting to be conducted transparently, fairly and in a non-discriminatory manner. In the event of statutory or other legal requirements exceeding the requirements contained within these CPRs, then statute shall take precedence over any provision within these CPRs.

Table 1

Procurement Thresholds

Contract Value	Minimum Competition Requirements	Other Requirements	CPR Section
Up to £10,000	1 verbal or written quote able to demonstrate value for money	<ul style="list-style-type: none"> Use of Quick Quotes function encouraged 	4.1
£10,001 to £25,000	4 quotations via the Council's electronic procurement system	<ul style="list-style-type: none"> Prepare a formal "request for quotation" (RFQ) Sell2Wales advertisement can be used in place of RFQ Quotations must be received via electronic procurement system 	4.2
£25,001 to OJEU threshold (Goods & Services)	Advertisement on Sell2Wales via the Council's electronic procurement system	<ul style="list-style-type: none"> Must be supported by a named officer from Corporate Procurement team A commissioning form must be completed Complete a corporate sustainability assessment Prepare all tender documents prior to placing advertisement Tenders must be received via electronic procurement system Community Benefits mandatory for contracts above £1m and encouraged for contracts below £1m 	4.3
£25,001 to OJEU threshold (Works)	<ul style="list-style-type: none"> Advertisement on Sell2Wales via the Council's electronic procurement system 4 quotations via the Council's electronic procurement system – for certain contracts below £25k (see CPR 4.4.3) 	<ul style="list-style-type: none"> Must be supported by a named officer from Corporate Procurement team A commissioning form must be completed Complete a corporate sustainability assessment Prepare all tender documents prior to placing advertisement Tenders must be received via electronic procurement system Community Benefits mandatory for contracts above £1m and encouraged for contracts below £1m 	4.4
Above the relevant OJEU threshold	Advertisement on both OJEU and Sell2Wales via the Council's electronic procurement system	<ul style="list-style-type: none"> Must be supported by a named officer from Corporate Procurement team A commissioning form must be completed Complete a corporate sustainability assessment Prepare all tender documents prior to placing advertisement Minimum OJEU time limits for tender submissions must be followed Tenders must be received via electronic procurement system Community Benefits mandatory for contracts above £1m and encouraged for 	4.5

		<p>contracts below £1m</p> <ul style="list-style-type: none"> OJEU requirements for notifying bidders must be followed (CPR 5.6) 	
Light-Touch Regime (below OJEU)	As above depending on the value of the contract	<ul style="list-style-type: none"> As above depending on the value of the contract A commissioning form must be completed if the contract is above £25k 	4.6, 4.1 4.2, 4.3
Light-Touch Regime (above OJEU)	Advertisement on both OJEU and Sell2Wales via the Council's electronic procurement system	<ul style="list-style-type: none"> Must be supported by a named officer from Corporate Procurement team A commissioning form must be completed Complete a corporate sustainability assessment Prepare all tender documents prior to placing advertisement Tenders must be received via electronic procurement system Community Benefits mandatory for contracts above £1m and encouraged for contracts below £1m 	4.6

Table 2

Authorisation thresholds for approving procurement strategy and inviting competitive bids

Value	Authorisation Required from	Documents Required
Up to £250,000	The Manager of the team where the procurement activity will be taking place, providing they have authority to approve spend to the estimated contract value. If they do not have authority to spend, then by the Chief Officer where the procurement activity is taking place.	<ul style="list-style-type: none"> No formal report required
£250,001 to £1,000,000	Chief Officer where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer. (Any of these individuals can refer the decision to Cabinet for consideration under the Cabinet Members Scheme of Delegation)	<ul style="list-style-type: none"> Commissioning Form
£1,000,001 to £2,000,000	The relevant Cabinet Member (with agreement from Chief Officer where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer). The Cabinet Member can refer the decision to Cabinet for consideration under the Cabinet Members Scheme of Delegation.	<ul style="list-style-type: none"> Commissioning Form Delegated decision report
£2,000,001 and above	Cabinet	<ul style="list-style-type: none"> Commissioning Form Cabinet report

SECTION 1

GENERAL ARRANGEMENTS

1.1 Over-riding principles

- 1.1.1 These CPRs are not intended to conflict with European Union and domestic law. Statutory legal obligations shall always take precedence over these CPRs.
- 1.1.2 These CPRs govern organisational behaviour in the conduct of procurement. It is a given that such behaviour is undertaken in support and delivery of the wider policies and objectives of the council.
- 1.1.3 Nothing in these CPRs shall relieve the council from its duty to spend public money wisely. Officers must always seek value for money.
- 1.1.4 The nature and extent of procurement activity must be appropriate and proportionate to the nature and value of the goods and services being procured. Procurement management must be optimised to make the most of council resources.
- 1.1.5 Utmost probity must be demonstrated at all times.
- 1.1.6 Transparency is key to demonstrating probity and so all stages of the procurement process must be open to scrutiny by councillors, especially the relevant cabinet member(s) who can ask to see or have demonstrated any documentation or electronic records associated with procurement activity for which they are responsible.
- 1.1.7 Arrangements for contracts made by schools shall not be subject to these CPRs but shall be subject to their own contract procedure rules.
- 1.1.8 Where there is any doubt about the interpretation or implementation of any of the CPRs, clarification and guidance should always be sought from the Corporate Procurement Team.
- 1.1.9 Whilst officers will be operationally responsible for conducting procurement they derive their authority from councillors who are jointly accountable for the council's actions. These CPRs and the authorisation levels specified within them do not override normal arrangements for briefing, discussion and agreement of proposed actions with councillors especially those within the Cabinet/Executive.

1.2 Compliance

- 1.2.1 Every contract entered into by the council shall be entered into pursuant to or in connection with the council's functions and shall comply with:
- i. All relevant statutory provisions
 - ii. Insofar as they apply, the relevant European procurement rules;
 - iii. The council's constitution, including these contract procedure rules, the council's financial regulations, schemes of delegation, the Officer Code of Conduct, the council's strategic objectives, procurement strategy and relevant council policies;

- 1.2.2 Any failure by officers to comply with any of the provisions of these CPRs may result in disciplinary action.

1.3 Welsh Language Standards

1.3.1 **All** advertisements in Sell2Wales and, where relevant, in the Office Journal of the European Union (OJEU), **must** be published bilingually in Welsh and English. The advertisement must state that quotations or tenders may be submitted in Welsh, and that a quotation or tender submitted in Welsh will be treated no less favourably than a quotation or tender submitted in English.

1.3.2 When requesting quotations or inviting tenders, **all** accompanying documentation (including criteria and evaluation methodology, draft contract/terms and conditions and specification) **must** be available in Welsh as well as English, and at the same time as the English Language versions are available, where:

- i. The subject matter of the contract suggests that it should be produced in Welsh; or
- ii. Where the anticipated audience, and their expectations, suggests that the documents should be produced in Welsh.

In all other circumstances it is acceptable to produce English only documents, notwithstanding the requirement for all advertisements to be bilingual as per CPR 1.3.1 above.

1.3.3 Where a quotation or tender has been submitted in Welsh, this must be treated no less favourably than a submission in English (including, amongst other matters, in relation to the closing date for receiving submissions, and in relation to time-scale for informing bidders of decisions).

1.3.4 If a quotation or tender has been submitted in Welsh, and it is necessary to interview the bidder as part of the assessment process, you must:

- i. Offer to provide a translation service from Welsh to English to enable the bidder to use the Welsh language at the interview; and
- ii. If the bidder wishes to use the Welsh language at interview, provide a simultaneous translation service for that purpose (unless you conduct the interview in Welsh without a translation service).

1.3.5 When informing a bidder of the decision in relation to a quotation or tender, you must do so in Welsh if the quotation or tender was submitted in Welsh.

1.4 Procurement by council staff

1.4.1 Any council officer can undertake procurement activity under the direction of their line manager, having had due consideration of:

- i. The capability of that officer in question i.e. do they have sufficient experience and/or have they had appropriate training to competently carry out the procurement activity, particularly when undertaking procurement at intermediate value or above (see CPRs [4.3](#) to [4.5](#)); and
- ii. The capacity of that officer i.e. do they have enough time to undertake the required tasks associated with the procurement activity, and can these requirements be balanced effectively with their other duties.

1.5 Procurement by consultants, agency staff or other non-council staff

- 1.5.1 Where the council uses consultants, agency staff and/or any other non-council officer to act on its behalf in relation to any procurement, then the head of service where the procurement activity is taking place shall ensure that they carry out any procurement in accordance with these CPRs and all statutory procurement obligations.
- 1.5.2 No consultant shall make any decision on whether to award a contract or who the contract should be awarded to. Determination of these decisions is detailed in [CPR 5.5](#).
- 1.5.3 Where the council uses consultants, agency staff and/or any other non-council officer to act on its behalf in relation to any procurement, they must declare any potential conflict of interest that may arise to the head of service prior to the commencement of the procurement process or at such time as the contractor becomes aware of such potential conflict of interest. Where the head of service considers that such a conflict of interest is significant the individual or company shall not be allowed to participate in the procurement process.
- 1.5.4 Note that it is the council, as the contracting authority, which is responsible for all actions and decisions of non-council staff in relation to the conduct of procurements, therefore there need to be proper governance procedures in place to manage and monitor non-council staff appropriately.

1.6 Declaration of interests

- 1.6.1 No member, officer or agent of the council shall knowingly use their position to improperly obtain any personal or private benefit from any contract entered into by the council.
- 1.6.2 Members and employees of the council shall comply with the requirements of section 117 of the Local Government Act 1972 and the officers and members code of conduct set out in the Constitution in respect of the declaration of interests in contracts with the council.
- 1.6.3 Such interests must be declared to the monitoring officer for inclusion in the appropriate registers, and a record of any conflict of interest pertaining to a contract should be placed on the contract file on the council's electronic procurement system, detailing how the conflict has been addressed.

1.7 Procurement of ICT requirements

- 1.7.1 All ICT procurement - including hardware, software and licences – shall be undertaken centrally by the **Council's ICT team** (or its successor). Any exception to this will need to be justified by the **Chief Officer** where the procurement activity is taking place and approved by the **Chief Officer with responsibility for ICT**, and a record of this justification and approval attached to the contract

file on the council's electronic procurement system.

1.8 Procurement of transport requirements

1.8.1 All transport procurement requirements – including vehicle hire, taxi and bus hire, rail tickets, school transport, etc – shall be undertaken centrally by the Council's Integrated Transport Unit (ITU) (or its successor). Any exception to this will need to be justified by the Chief Officer where the procurement activity is taking place and approved by the Chief Officer with responsibility for ITU, and a record of this justification and approval attached to the contract file on the council's electronic procurement system.

1.9 Procurement of consultants

1.9.1 Any procurement of consultants, as defined in the "Consultancy Appointment Procedure", for contracts up to £25,000 requires completion of a business case and prior authorisation from the appointing Chief Officer. Procurement of consultants above the £25,000 threshold require completion of the business case, approval by appointing Chief Officer and the additional prior authorisation of the Chief Executive Officer.

1.10 Procurement of property and works related requirements

1.10.1 All property and works related procurement projects shall be undertaken either by:

- i. **Property Design & Maintenance Team** (or its successor) for building construction, building maintenance and landscaping related works for council owned properties. Any exception to this will need to be justified by the **Chief Officer** where the procurement activity is taking place and approved by the **Chief Officer with responsibility for the Property design & Maintenance Team**, and a record of this justification and approval attached to the contract file on the council's electronic procurement system.
- ii. **Housing Area Renewal Team** (or its successor) for building construction and/or building maintenance works relating to private sector properties. Any exception to this will need to be justified by the **Chief Officer** where the procurement activity is taking place and approved by the **Chief Officer with responsibility for the Housing Area Renewal Team**, and a record of this justification and approval attached to the contract file on the council's electronic procurement system.
- iii. **Streetscene & Transportation Team** (or its successor) for highways construction and civil engineering projects. Any exception to this will need to be justified by the **Chief Officer** where the procurement activity is taking place and approved by the **Chief Officer with responsibility for the Streetscene & Transportation Team**, and a record of this justification and approval attached to the contract file on the council's electronic procurement system.
- iv. **Housing & Asset Management** (or its successor) for building construction and/or building maintenance works relating to the council's housing portfolio. Any exception to this will need to be justified by the **Chief Officer** where the procurement activity is taking place and approved by the **Chief Officer with responsibility for the Housing Area Renewal Team**, and a record of this justification and approval attached to the contract file on the council's electronic procurement system.

1.10.2 Where Services have existing frameworks that can be called upon without the need for the involvement of the teams listed in CPRs 1.10.1 then this should be allowed where it offers value

for money.

1.11 Approved lists

1.11.1 The council will seek to replace all of these approved lists with more formal procurement arrangements by 31st March 2017.

1.12 Land contracts and appointment of developers

1.12.1 All land transactions must comply with section 120 – 123 of the Local Government Act 1972.

1.12.2 Any land contracts are deemed to be Development Agreements where:

- i. The council requires or specifies works to be undertaken by the developer; and/or
- ii. The developer enters into an enforceable written obligation to carry out work; and/or
- iii. The developer may have some pecuniary interest – which need not necessarily be a cash payment – in carrying out the works.

Any land contracts which involve development agreements shall be notified to the Monitoring Officer and advice sought.

1.13 Electronic procurement

1.13.1 From 1st November 2016, requests for quotations above the value of £10,001 and **all** tenders must be conducted using the council's approved electronic system. It is the responsibility of the head of service to ensure that their staff comply with this regulation.

1.11.2 Any officer required to use the council's electronic procurement system in the course of their duties must obtain written line management approval and notify the corporate procurement team so that they can be registered on the system. Similarly, it is the responsibility of the relevant line manager to notify the Corporate Procurement Team of changes to any officer's eligibility for using the system (e.g. staff leaving or disciplinary measures) at earliest opportunity so that the user access can be deactivated.

1.14 Amendment and review of the CPRs

1.14.1 A full review of these CPRs will be undertaken following any substantive changes to EU or UK law, or within five years of adoption, whichever is the sooner. Any changes to these CPRs will require the approval of Council.

1.12.2 Amendments to the appendices associated with these CPRs can be updated and/or amended as necessary by the Corporate Procurement Team in agreement with the Monitoring Officer.

SECTION 2

PROCUREMENT PLANNING

GUIDANCE NOTE 1

Preparation and planning

This preparation and planning stage of the process is critical and will influence all future activity on the contract. If this part of the process is done correctly then the rest should flow without difficulty, but the reverse is also true. The key tasks at the planning stage include:

- **engagement with key stakeholders** in order to identify and assess needs – what is being procured and why? What is the key driver for the procurement? What are the critical success factors? What outcomes are being sought?
- **options appraisal** to look at different ways of meeting the identified needs (e.g. buy, lease or rent?)
- **budget and funding**, to define a realistic budget for the contract to achieve the desired results and then securing the funds to finance the contract
- **selection of the appropriate procedure** – open, restricted, negotiated/competitive dialogue or innovative (*see Guidance Note 4*)
- where a tender is to be awarded on both price and quality, the **criteria and evaluation methodology** need to be developed and finalised

The results of this planning stage should be properly documented in the commissioning form and attached to the contract document of the council's electronic procurement system. It is quite common to underestimate the planning stage or not carry it out at all. Depending on the size and complexity of the contract, this stage of the process might take months before a tender notice is published. The biggest (and potentially most costly) and most common errors on contracts result from inadequate planning.

2.1 Framework agreements and other corporate purchasing arrangements

2.1.1 In some instances the council has entered into corporate purchasing agreements for certain goods, services and works. The use of these corporate purchasing agreements is **mandatory** and correct use, as advised by the Corporate Procurement Team, is sufficient to ensure officers meet their responsibilities for compliance. Such arrangements include:

- i. Corporate purchasing agreements resulting from the National Procurement Service (NPS) or any other approved official purchasing consortiums;
- ii. Any other framework agreements and any subsequent call-off arrangements;
- iii. Any joint procurement arrangements with another council or public sector organisation;
- iv. Electronic catalogues endorsed for use by the council

GUIDANCE NOTE 2

What is a framework agreement?

Framework Agreements are agreements between the council and one, or three or more suppliers for the provision of goods, services or works on agreed terms for a specific period, for estimated quantities against which orders may be placed if and when required during the contract period. The Public Contract Regulations stipulate that framework agreements can be concluded with a single provider or with several providers, for the same goods, works or services. In the latter case, there must be at least three providers, as long as there are sufficient candidates satisfying the selection criteria and which have submitted compliant bids meeting the award criteria. The term of a Framework Agreement must not exceed four years and, while an agreement may be entered into with one provider, where an agreement is concluded with several organisations there must be at least three in number.

Where frameworks are awarded to several organisations, contracts based on framework agreements may be awarded in one of two ways:

1. Where the terms of the agreement are sufficiently precise to cover the particular call-off, by applying the terms laid down in the framework agreement without re-opening competition; or
2. Where the terms laid down in the framework agreement are not precise or complete enough for the particular call-off, by holding a further competition in accordance with the following procedure:
 - i. Inviting the organisations within the framework agreement, that are capable of executing the subject of the contract, to submit bids electronically via the “further competition” step on the council’s approved electronic procurement system, with an appropriate time limit for responses; or
 - ii. Awarding each contract to the bidding organisation who has submitted the best bid on the basis of the relevant award criteria set out in the framework agreement.

-
- 2.1.2 It is the responsibility of the manager of the team where the procurement activity is taking place to ascertain whether there is a framework or other corporate purchasing agreement in place by checking the contracts register. If in any doubt the advice of the Corporate Procurement Team should be sought. The use of frameworks not on the contracts register is only permissible once they have been checked for compliance with procurement regulations by the Corporate Procurement Team.
 - 2.1.3 Any joint procurement arrangements with other local authorities and/or public sector bodies, including membership or use of any consortia, must be approved in writing by the Corporate Procurement Team.
 - 2.1.4 When using frameworks the assessment criteria, weightings and any special conditions detailed in that framework agreement must be fully complied with.

2.1.5 In exceptional circumstances alternatives to using corporate purchasing agreements may be considered appropriate. In such cases the **Chief Officer** where the procurement activity is taking place shall consult with the Corporate Procurement Team. Where an alternative approach is proposed, a report must be provided by the **Chief Officer** setting out the detail and the justification for the alternative arrangements and attached to the relevant contract file on the council's electronic procurement system.

2.2 Estimating the contract value

2.2.1 The value of the contract means the estimated total monetary value over its full duration (not the annual value), including any extensions or other options, but **not** including VAT. Where the duration of the contract is indeterminate or is longer than four years, this should be taken to be the estimated value of the contract over a period of four years. No procurement may be artificially split to avoid compliance with these CPRs and European Union procurement directives.

2.2.2 Where the same goods, services or works are purchased regularly by the Council it is the aggregated value of these purchases that determines the total contract value. It is the responsibility of the Corporate Procurement Team to monitor such aggregations to ensure the correct procedures are followed.

2.2.3 Where the value is, or may be, equal to or greater than the relevant OJEU threshold, there must be regard to the valuation rules in the [Public Contracts Regulations 2015](#) which are similar to the above, but more detailed.

2.3 Pre-quotation/tender market testing and consultation

2.3.1 It is permissible to consult in general terms with potential suppliers, prior to a request for quotation or invitation to tender, about the nature, level and standard of supply, price range and other relevant matters, and/or whether particular suppliers wish to be invited to quote or tender.

2.3.2 Officers may review the market for a proposed procurement through discussions with suppliers and other research but may not:

- i. Base any specification on one contractor's offering such as to distort competition. Bidders may be excluded from the procurement in circumstances where their prior involvement would distort competition (and there are no other means of ensuring equal treatment which can be applied);
- ii. Make any indication or commitment to contractors that their offer may be preferred by the council;
- iii. Suggest any procurement route which is not consistent with these rules;
- iv. Enter into negotiations about price where a competitive procurement process has yet to take place.

2.3.3 A written record, including notes of any meetings held, the responses and the names of all individuals present shall be attached to the contract file on the council's electronic procurement system. It is the responsibility of the manager of the team where the procurement activity is taking place to ensure this is actioned.

2.4 Community benefits

- 2.4.1 It is a requirement that all contracts exceeding £1,000,000 in value should include the delivery of community benefits as a contractual obligation on the successful bidder. Any contract funded or part-funded by European or Welsh Government grant is also likely to require the inclusion of community benefits as a contractual obligation, regardless of the value of the contract.

GUIDANCE NOTE 3

What are community benefits?

Community Benefit clauses are contractual clauses which can be used to build a range of economic, social, or environmental conditions into the delivery of public contracts. They allow organisations to contribute to the achievement of outcomes which benefit their local communities by specifying contractual requirements which seek to deliver such wider social benefit. Examples of community benefits which can potentially be included as contractual clauses include:

- training and recruitment opportunities for the economically inactive;
- retention and training for the existing workforce;
- contributions to education
- promotion of social enterprises and supported businesses;
- promoting environmental benefits; and
- supply chain initiatives

There are two approaches to community benefits:

1. The “**Core**” approach – where the community benefits being sought **must** relate to the subject matter of the contract and **must** be included and scored as part of the evaluation procedure and subsequently included in the contract; and
2. The “**Non-Core**” approach – where bidders are asked to provide details of the community benefits they would deliver through the contract (which the council may have specified or may be suggested by the contractor), but these benefits **are not** included and scored as part of the evaluation procedure. These non-core benefits should still be included as contractual requirements and their delivery monitored as part of the normal contract management process.

Many contracts will offer the opportunity to apply both core and non-core community benefits.

-
- 2.4.2 For all contracts below £1,000,000 in value the inclusion of community benefits as a contractual obligation is optional (unless required as a condition of grant funding – see [CPR 2.4.1](#)), but encouraged wherever practical.
- 2.4.3 Core community benefits (see Guidance Note 3) must relate to the subject matter of the contract, and must be included as part of the evaluation criteria at quotation/tender stage (see [CPR 3.7.6](#)) and fully evaluated as part of the award selection process. Officers are encouraged to seek the advice of the Corporate Procurement Team when considering how to accommodate community benefits criteria in evaluation criteria and contracts.
- 2.4.4 Non-core community benefits (see Guidance Note 3) **do not** have to relate to the subject matter

of the contract, and are **not** included as part of the evaluation criteria at quotation/tender stage (see [CPR 3.7](#)). However, where they have been offered they should subsequently be included as contractual requirements.

- 2.4.5 In **all** cases where community benefits are being delivered, completion of the Welsh Government's Community Benefit Toolkit (or any successor tool provided by or on behalf of the Welsh Government) must be a contractual requirement for the successful contractor, which places an obligation on contractors to provide monitoring information on the community benefits they are delivering. More generally, the delivery of community benefits should be monitored by the named contract manager (see [CPR 6.1](#)) as part of the normal contract management process (see [CPR 6.3.3](#)).

GUIDANCE NOTE 4

Selecting the appropriate procedure

At intermediate value procurement (see [CPR 4.3](#)) we move from requesting quotations to the more formal approach of inviting tenders of which there are a number of options. The decision on which procedure to use is a critical one affecting the whole procurement process. The decision should be made and fully justified at the planning stage. The options are:

- **Open:** is a process where all providers interested in the contract and who have responded to an advertisement can submit tenders. All such tenders must be considered without any prior selection process. The selection and evaluation is carried out after the submission of the tenders.
- **Restricted:** is a two-stage process where only those providers who have been invited may submit tenders. The selection and shortlisting are usually carried out on the basis of a Pre-Qualification Questionnaire (PQQ).
- **Negotiated/Competitive Dialogue:** used only in exceptional circumstances (and under guidance of a named officer from the Corporate Procurement Team), this procedure is where the council may, in certain circumstances, negotiate the terms of the contract with one or more suppliers of its choice. Ordinarily negotiation/dialogue should be with not less than 3 candidates provided that there are a sufficient number of candidates available. The candidates with which to hold a competitive dialogue may be selected through a restricted procedure.
- **Innovation Partnerships:** used only in very exceptional circumstances (and under guidance of a named officer from the Corporate Procurement Team), this procedure is where the council can select partners on a competitive basis and have them develop an innovative solution tailored to the requirements.

2.5 Planning the procurement process

- 2.5.1 Whilst the following regulations outline key considerations for the planning stage of any procurement activity, the planning process must end with an approval to procure and commence any required document preparation and subsequently invite offers from the market. The authorisation thresholds and process are detailed later in [CPR's 2.7](#), but note that for any procurement activity where the value of the contract is estimated to be greater than £25,000 a commissioning form must be completed by the service area undertaking the procurement activity in order that the proposed route to market can be assessed and duly agreed/signed off.

- 2.5.2 The purpose of the commissioning form is to ensure that the procurement activity proposed has been properly considered and thought through by the relevant service area, and subsequently for the Corporate Procurement Team to assess whether the proposed route to market is compliant with the law and these CPRs. To enable this assessment the form includes:
- i. Justification of the need to buy;
 - ii. Options appraisal outlining what options were considered and why the preferred option has been selected;
 - iii. Detail of the estimated contract cost and confirmation of which budget the cost will be met from;
 - iv. Details of any exemptions or exceptions are being sought (refer to CPRs [2.8](#) to [2.10](#));
 - v. Confirmation of the procurement route to market proposed (e.g. Framework or competitive route); and
 - vi. Confirmation of what form of contract is to be used.
- 2.5.3 The commissioning form will be completed by the service area undertaking the procurement activity and then forwarded to the Corporate Procurement Team. The relevant **Chief Officer** will receive feedback from the Corporate Procurement Team on the commissioning form within five working days of its submission, providing all necessary details have been provided in the form.
- 2.5.4 Once the commissioning form has been returned to the relevant **Chief Officer** by the Corporate Procurement Team, the **Chief Officer** may make adjustment to the proposal based on any comments and/or recommendations made by the Corporate Procurement Team and record these on the relevant section of the Commissioning Form. The **Chief Officer** must then secure the authorisation to progress – i.e. preparing the tender documentation and inviting bids – in line with the authorisation process detailed in CPR 2.7.

2.6 Sustainability Assessment

- 2.6.1 In addition to the commissioning form, for any procurement activity where the value of the contract is estimated to be greater than £25,000, the corporate sustainability assessment tool (or any equivalent corporate assessment that may be required) needs to be applied, and a record of this assessment appended to the commissioning form.

2.7 Authority to decide procurement strategy and invite competitive bids

- 2.7.1 For procurement activity where the value of the contract is estimated to be less than **£250,000**, the authority to decide the appropriate procurement strategy and invite competitive bids is as follows:
- i. By the manager of the team where the procurement activity will be taking place, providing they have authority to approve spend to the estimated contract value. If they do not have authority to spend, then:
 - ii. By the **Chief Officer** where the procurement activity is taking place

DELETE - No formal report is required to record the agreed approach.

2.7.2 For procurement activity where the value of the contract is estimated to be greater than **£250,000**, the authority to decide the appropriate procurement strategy and invite competitive bids is as follows:

- i. **£250,001 to £1,000,000:** By agreement in writing from **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer – recorded on the Procurement Commissioning Form detailed in CPR 2.5. Any of these individuals can refer the decision to Cabinet where they consider there are relevant issues pertaining to the procurement activity such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
- ii. **£1,000,001 to £2,000,000:** by the relevant Cabinet Member through the scheme of delegation detailed in the Council’s constitution, which will also require the agreement from the **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer – recorded on a delegated decision report with an accompanying completed Procurement Commissioning Form detailed in CPR 2.5. The Cabinet Member, or any of the other offices detailed above, can refer the decision to Cabinet where they consider there are relevant issues pertaining to the procurement activity such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
- iii. **£2,000.001 and over:** by Cabinet – recorded on a Cabinet Report with an accompanying Procurement Commissioning Form detailed in CPR 2.5.

Once the decision has been made, it is the responsibility of the manager of the team where the procurement activity is taking place to ensure that all duly signed decision reports, and the Procurement Commissioning Form, are uploaded onto the electronic procurement system.

2.7.3 Where authority is given to invite competitive bids under CPR 2.7.2 iii the decision is subject to the five day Cabinet call-in period. The offer should not go to the market until either this call-in period has elapsed or, in the event that the decision is called-in, the result of any review is known.

2.8 Exempt contracts

2.8.1 Exemptions are where the CPRs are suspended entirely. The following contracts are exempt from the requirements of these CPRs:

- i. Internal purchases or service provision
- ii. Contracts relating solely to the disposal or acquisition of an interest in land (with the exception of development agreements – see [CPR 1.10](#))
- iii. Individual agency contracts for the provision of temporary staff;
- iv. Employment contracts;
- v. Grant aid by the council to voluntary sector bodies **for contribution to core funding only**
- vi. Contracts for the engagement of expert witnesses.

2.9 Exceptions

- 2.9.1 Exceptions are where the CPRs are partly suspended to enable a particular course of action. This can include the requirement to seek market competition by obtaining a quotation or tendering. This does not remove the need to ensure that adequate and robust process is undertaken in accordance with these CPRs. The council's rules and guidance will still apply.
- 2.9.2 Where an exception is sought under CPR 2.9.3 there is a requirement to complete an exception form (see [CPR 2.11.4](#)).
- 2.9.3 An exception can be sought, including consent to seek only a single quotation or tender, where one or more of the following criteria are met:
- i. where an offer has been made to the market by the Council using the open, restricted, negotiated, competitive dialogue or innovation procedure, but where no quotations or tenders have been submitted, or where those that have been submitted are disqualified through the evaluation procedure (see section 5). In this circumstance an exception can only be granted where the original terms of the proposed contract are not substantially altered;
 - ii. the goods, services or works can only be provided by a particular contractor for reasons that are technical, artistic, or connected with the protection of exclusive rights. This should normally be evidenced through publishing a Prior Information Notice (PIN) on Sell2Wales, or through some other means agreed with the Corporate Procurement Team;
 - iii. extreme urgency brought about by events unforeseeable by the council and in accordance with the strict conditions stated in the Public Contract Regulations 2015 (see also CPRs [2.11.2](#) and [5.12.5](#));
 - iv. Where the products involved are manufactured purely for the purpose of research, experimentation, study or development:
 - v. For supplies quoted and purchased on a commodity market;
 - vi. Where a design competition is run where the rules of that competition require the contract to be awarded to one or more of the successful candidates, provided that all successful candidates are invited to negotiate;
 - vii. with an organisation which has won a contract for an earlier phase of work via a competitive process, where such work forms part of a serial programme previously identified as such in the original offer to market (which should also include the cumulative value of all potential phases) and providing that subsequent phases commence within three years of the original contract;
 - viii. with an organisation already engaged by the Council, where the additional requirement was not included in the original contract but has arisen through unforeseen circumstances, and the requirement cannot be carried out separately for technical or economic reasons;
 - ix. that goods are required as a partial replacement or addition to existing goods or installations and obtaining them from another contractor would result in incompatibility or disproportionate technical difficulties in operation or maintenance. Any contract based on this exception shall not exceed the duration of three years save in exceptional circumstances;

- x. for supplies purchased which are second hand and/or sold in a public market or auction;
- xi. for the engagement of actors or performers;
- xii. in relation to time limited grant funding from an external body, where the time limitations will not allow a competitive procurement process to be completed and where the grant conditions allow this;
- xiii. for the purchase of supplies on particularly advantageous terms from a supplier that is definitely winding up its business activities, or from the receivers or liquidators of a bankruptcy, an arrangement with creditors or similar procedure;
- xiv. where delay attributable to the quotation or tendering process would, in the estimation of the **Chief Officer** concerned, result in the Council incurring net expenditure or forfeiting net income in excess of the savings on the contract sum that might reasonably be expected to accrue from competitive tendering;
- xv. where delay attributable to the quotation or tendering process would, in the estimation of the **Chief Officer** concerned, create or increase danger to life or limb;
- xvi. where delay attributable to the quotation or tendering process would, in the estimation of the **Chief Officer** concerned, result in or continue an unacceptable level or standard of service; or
- xvii. where relevant UK or EU legislation not otherwise referred to in these CPRs permits.

2.10 Additional exceptions for the Light-Touch Regime

- 2.10.1 Where an exception is sought under CPR 2.10.2 there is a requirement to complete an exception form (see [CPR 2.11.4](#)), **retrospectively where the exception has been sought under urgent circumstances.**
- 2.10.2 For contracts that are covered by the Light-Touch Regime under the Public Contracts Regulations 2015 (see [CPR 4.6](#)) there are additional circumstances under which an exception can be sought. These can be considered where there is a clear continuation of specific services under an existing contract, and where a decision to award a new contract to an existing contractor without seeking quotations or tendering can be justified as reasonable in terms of the extent to which the new requirement meets one or more of the following criteria;
 - i. Evidence demonstrates that obtaining quotations or tendering for the required services is unlikely to secure significant improvements in value for money, or else is unlikely to secure sufficient improvement in value for money to justify the cost of obtaining quotations or tendering, or else any likely improvement in value for money will be outweighed by the potential cost of changing contractor;
 - ii. The specification for the new requirement does not differ substantially from that of the existing contract;
 - iii. The contract terms and conditions of the new requirement do not differ from those of the existing contract except where required by changes to the council's Financial Regulations and/or these Contract Procedure Rules or relevant standard contracting practices;

- iv. The equivalent annual value of the contract for the new requirement does not differ from that of the existing contract by more than 10%, unless required by law;
- v. The services required have previously been subject to competitive quotations or tendered no more than five years prior to the end of the original contract, having regard to the term of the contract to be offered and the volatility of prices and quality in the relevant sector;
- vi. No more than two previous contracts for the required services have been exempted from obtaining quotations or tendering;
- vii. The performance of the existing contractor in delivering the required services under the existing contract has been monitored and assessed as satisfactory or better;
- viii. The quality of the required services as required by the existing contractor under the existing contract has been assessed as satisfactory or better;
- ix. Improvements in value for money in respect of contract specification, contract price or service quality have already been secured or else will be secured under the terms of the new contract for the required services;
- x. The required services, where applicable, are necessarily delivered in specific accommodation and there is a significant risk that a change in contractor would result in the loss of that accommodation to the require service or service user(s), and that there is also a significant risk that alternative accommodation will not be secured within a reasonable and practical timescale;
- xi. There is a reasonable probability that obtaining quotations or tendering the required services would result in significant distress or other detriment to the welfare of the service user(s) or would reverse or undermine the attainment of successful outcomes for the service user(s); and
- xii. Any other valid and relevant considerations which may be identified by the manager of the team requiring the services, subject to the approval procedure detailed in CPR 2.12 below.

2.11 Authority to approve exceptions

2.11.1 An exception based on one or more of the reasons listed in CPR [2.9](#) or [2.10](#) may be granted in the following manner:

- i. **Up to £250,000:** By the manager of the team where the procurement activity is taking place, providing they have authority to approve spend to the estimated contract value. If they do not have authority to spend then by the **Chief Officer** where the procurement activity is taking place;
- ii. **£250,001 to £1,000,000:** By agreement in writing from **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer – recorded on the Procurement Exceptions Report detailed in CPR 2.11.4. Any of these individuals can refer the decision to Cabinet where they consider there are relevant issues pertaining to the procurement activity such that it should be considered as a key decision under the Cabinet Members scheme of delegation;

- iii. **£1,000,001 to £2,000,000:** by the relevant Cabinet Member through the scheme of delegation detailed in the Council's constitution, which will also require the agreement from the **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer – recorded on a delegated decision report with an accompanying completed Procurement Exceptions Report detailed in CPR 2.11.4. The Cabinet Member, or any of the other offices detailed above, can refer the decision to Cabinet where they consider there are relevant issues pertaining to the procurement activity such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
 - iv. **£2,000.001 and over:** by Cabinet – recorded on a Cabinet Report with an accompanying Procurement Exceptions Report detailed in CPR 2.11.4.
- 2.11.2 Such authority to approve shall not apply in cases of extreme urgency (CPR [2.9.3 \(iii\)](#) and [2.9.3 \(xv\)](#)). In this circumstance the relevant **Chief Officer** can approve the exception.
- 2.11.3 Exceptions based on any reason not listed in CPR [2.9](#) or [2.10](#) can only be obtained from cabinet.
- 2.11.4 In **all** cases where an exception is being sought, a report must be attached on the contract file in the council's electronic procurement system setting out the reason for requiring the exception and the specific contract procedure rule (from this document) from which the exception is required. The report shall highlight any future commitments (whether or not of a financial character) which the proposed contract might entail.
- 2.11.5 In cases where an exception to proceed with a single tender procurement exercise has been authorised, the exercise is still required to be undertaken on the Council's electronic procurement system.

SECTION 3

PROCUREMENT DOCUMENT PREPARATION

3.1 Preparing documentation

3.1.1 It is a requirement to produce all required documentation associated with the procurement activity prior to making any offer to the market. This should include:

- i. The **specification**, which should contain precise details of the requirements, be easily understood by the bidders, have clearly defined, achievable and measurable inputs, outputs or outcomes;

And where appropriate for contracts under £25,000, and for all contracts over £25,000:

- ii. A draft of the **contract**, including any bespoke terms and conditions that may be required over and above the standard terms and conditions of the form of contract used;
- iii. The **criteria and evaluation methodology** (including any weightings) for selection and award of the contract;
- iv. Details of any requirements for **community benefits**;
- v. Where tendering under the Restricted (and Competitive or Negotiated) Procedures, a **Pre-Qualification Questionnaire (PQQ)** to enable a fair and transparent means of creating a shortlist of bidders; and
- vi. The **tender invitation** clearly stating the requirement to submit bids electronically, the time and date it needs to be submitted by, along with any other relevant instructions and a clear statement that no bids will be considered that have been delivered other than as instructed;

Standard forms and templates are available from the Corporate Procurement Team, and where appropriate embedded in the Council's electronic procurement system. Any deviation from the standard forms and templates must be agreed in writing with the Corporate Procurement Team.

3.2 Tender specifications – Standards

3.2.1 Relevant EU, British, and International standards which apply to the subject matter of the contract and which are necessary to properly describe the required quality must be included in the tender specification.

3.3 Tender specifications - Nominated products

3.3.1 All goods and services should be specified by reference to objective, non-product specific descriptions. Equivalent goods or services are nearly always capable of being specified. If this is not possible for genuine technical reasons, and a particular type of product or service or method of production or delivery has to be stated, then the words "or equivalent" should always be added.

3.4 Tender specifications - Nominated suppliers and sub-contractors

3.4.1 Nomination of suppliers, contractors or sub-contractors amounts to the same as single-tender action and so must not be used (except where permitted by the [Public Contracts Regulations 2015](#) for contracts equal to or greater than the relevant OJEU threshold, or the CPRs below the relevant OJEU threshold).

3.4.2 It is permissible to provide potential main or principal contractors with lists of council-approved suppliers or sub-contractors provided that it is made clear to the main/principal contractors that they are completely free to sub-contract to whoever they wish (subject to meeting the council's reasonable requirements, such as technical standards, financial standing or insurance levels).

3.5 Contract terms and conditions (see also [CPR 5.12](#))

3.5.1 Wherever possible, the council's standard terms and conditions, or industry standard national terms and conditions, shall be used with additional information added to specify:

- i. The work, materials, services or things to be furnished, had, done or disposed of (i.e. the specification);
- ii. The price to be paid (or, as appropriate, the sums to be received), with a statement of discounts or other deductions, and where not known, committed estimated price, or the basis upon which the final contract sum is to be calculated;
- iii. The time or times within which the contract is to be performed, together with a termination date of the contract; and
- iv. Any additional bespoke terms and conditions that relate specifically to the contract in question (Which will need to be agreed with Legal Services).

3.5.2 Note that at contract award stage the following information may also need to be included in the contract documentation;

- i. Any other relevant documents received as part of the successful bid which need to be appended as a schedule to the contract (e.g. pricing schedule, Freedom of Information declarations, etc.)
- ii. Where community benefits have been requested or offered by the contractor, these should be specifically included in the contract (see CPRs [2.4](#) and [6.3.3](#)).

3.6 Sub-contracting (see also CPRs [5.15](#) and [6.4](#))

3.6.1 In the procurement documents the Council may ask the bidder to indicate in its quotation or tender any share of the contract that it intends to sub-contract to third parties and any proposed sub-contractors.

3.6.2 Where sub-contractors will be used, the contract should include a clause expressly requiring the main contractor to abide by the fair payment requirements and ensure sub-contractors receive payment within 30 days of presenting a valid invoice.

3.7 Evaluation criteria

- 3.7.1 At the procurement planning stage a decision **must** have been made about which evaluation method will be followed – lowest price or most economically advantageous tender (MEAT) (see [CPR 2.7](#) for authorisation procedures).
- 3.7.2 The lowest price method of evaluation may only be used on contracts of a value less than £25,000, unless an exception is made as detailed in CPR 3.7.3 below. Even for contracts at this level, it is still recommended that the most economically advantageous tender method is applied where appropriate.
- 3.7.3 The most economically advantageous tender (MEAT) should be applied to all contracts of a value greater than £25,000. **Exceptions to this can only be approved in line with the authorisation thresholds and process set out in CPR 2.11.**
- 3.7.4 For MEAT, the criteria used must be linked to the subject matter of the contract to determine that an offer is the most economically advantageous, for example: price, quality, technical merit, aesthetic and functional characteristics, environmental characteristics, running costs, cost effectiveness, after-sales service, technical assistance, delivery date, delivery period and period of completion. Whichever criteria are used, they must be objectively quantifiable and non-discriminatory, and they must be listed **in order of importance** in the tender documentation.
- 3.7.5 Where a procurement procedure has both selection and award stages, the criteria used at the selection stage should not be used again at the award stage. Selection criteria will typically be those that cover suppliers' capability and experience, whilst award criteria will assess which tender is the most economically advantageous.
- 3.7.6 Where core community benefits are being requested (see CPR [2.4](#) and [6.3.3](#)), they must relate to the subject matter of the contract and must be included as part of the evaluation criteria and scored accordingly.
- 3.7.7 Issues that are of importance to the council in terms of meeting its corporate priorities and objectives can also be used to as criteria evaluate bids. The bidding organisations approaches to continuous improvement and setting targets for service improvement or future savings could also be included. If such criteria are used there is still a requirement that they must relate to the subject matter of the contract and must be objectively quantifiable and non-discriminatory.
- 3.7.8 The procurement documentation should clearly explain the basis of the decision to bidding organisations, making clear how the evaluation criteria specified in the process will be applied, the overall weightings to be attached to each of the high-level criteria, how the high-level criteria are divided into any sub-criteria and the weightings attached to each of those sub-criteria.

3.8 Variant bids

- 3.8.1 A variant bid is an option within the offer to market for suppliers to come forward with an alternative approach to delivering the required output of the procurement exercise, where they consider this will offer better value for money. Requesting variant bids is encouraged whenever practical as they have the potential to deliver significant cost savings, but these can only be submitted **in addition** to a standard bid that is compliant with the published specification. Whenever variant bids are submitted they **must** be evaluated using the same evaluation criteria as all other submissions (see CPR [3.7](#) and [5.2](#)).

SECTION 4

OFFER TO MARKET

GUIDANCE NOTE 5

What is the difference between a quotation and a tender?

There are broadly two competitive approaches used by the council to achieve best value in procurement:

1. A **request for quotation** (RFQ) is a less formal approach than a tender, and used for lower value, lower risk procurement. The council will provide a basic technical specification for the goods, services or works it requires, and bidders will quote their price, and in some cases outline how they intend to undertake the supply of good, services or works.
2. An **invitation to tender** (ITT) is a more formal approach where the council provides up-front documents laying down the terms and conditions of the offer; the work required to be undertaken and the quality that is expected. The invitation to tender is issued to all suppliers on the same day. They are not allowed to canvass or collude with us, other than to seek clarity. All tenders must be returned before a specified time and date.

4.1 Buying

Up to £10,000 (Goods, Services & Works)

- 4.1.1 The minimum requirement is **one** verbal or written quotation, although where practical competition is required. Where only one quote is requested, the **manager** still has a responsibility to ensure and be able to demonstrate that value for money has been obtained.
- 4.1.2 The council's electronic procurement system has a Quick Quotes facility which is ideally suited to obtaining price only quotations at this threshold level, and will bring greater transparency, fairness and could achieve better value for money. Therefore the use of the Quick Quotes facility is encouraged for this level of spend.
- 4.1.3 It is acceptable to use petty cash or corporate credit cards when buying goods, services or works at this threshold limit.
- 4.1.4 There is no requirement to openly advertise.
- 4.1.5 There is no prescribed timescale for receiving a request for quotation.
- 4.1.6 Following acceptance of the quotation (verbal, written or electronic) a purchase order **must** be sent via the Purchase-to-Pay (P2P) system.
- 4.1.7 Quotes, regardless of whether one or more has been invited, can be accepted – verbally, in writing (including email) or via the council's approved electronic procurement system – at the time of submission.

4.2 Lower Value Procurement

£10,001 to £25,000 (Goods, Services & Works)

- 4.2.1 At least **four** quotations to be requested using the council's electronic procurement system. The system will enable two suppliers of the requested goods, services or works to be selected manually, and then will automatically select at random a further two suppliers. **DEL: If more than two suppliers are manually selected, the system will automatically select at random the same number again (i.e. if three suppliers are selected, the system will randomly select a further three, and so on).**
- 4.2.2 In the circumstance where not all suppliers respond to the request for quotation with a submission, it is acceptable to evaluate and award the contract based on whatever submissions have been made, even where there is only one submission.
- 4.2.3 Where there are less than four suppliers (but more than one) of the requested goods, services or works on the council's electronic procurement system, it is acceptable to request quotations from the number (less than four) of the suppliers registered.
- 4.2.4 Where there is only one supplier of the requested goods, services or works on the council's electronic procurement system, it is a requirement to follow the exception authorisation procedures set out in [CPR 2.11](#).
- 4.2.5 Any request for quotation (RFQ) shall include as a minimum a technical specification, pricing schedule and terms and conditions.
- 4.2.6 As an alternative to selection of suppliers, the requirement may also be openly advertised on Sell2Wales and on the council's approved electronic system, but this is not a mandatory requirement at this level. Note that when the requirement is openly advertised in this way there is no restriction on the number of suppliers that may respond.
- 4.2.7 There is no prescribed timescale for receiving a request for quotation, but consideration should be made of the complexity of the requirement being requested and sufficient time allowed for suppliers to provide suitable bids.
- 4.2.8 The quotation must be received electronically using the council's approved system, and will automatically be endorsed with the time and date of receipt and "locked" by the system until the closing time and date prescribed in the request for quotation has elapsed.
- 4.2.9 All quotations received will be automatically "unlocked" and available for evaluation in the electronic system at the same time within one hour of the closing time and date prescribed in the request for quotation.
- 4.2.10 Following evaluation of the submissions and acceptance of the quotation on the electronic system, a purchase order **must** be sent via the Purchase-to-Pay (P2P) system.

4.3 Intermediate Value Procurement

£25,001 to the OJEU threshold (Goods and Services)

- 4.3.1 Where a competitive procedure with negotiation, competitive dialogue or innovation partnership procedure has been approved under [CPR 2.7](#), then the offer to market should only be undertaken under the supervision and guidance of a named officer from the Corporate Procurement Team.
- 4.3.2 Prior to inviting tenders, it is a **mandatory** requirement to undertake the corporate Sustainability

Assessment, or any equivalent corporate assessment that may be required. It is the responsibility of the manager where the procurement activity is taking place to ensure that this is undertaken, and that the results of this exercise is uploaded to the council's electronic procurement system.

- 4.3.3 All requirements **must** be openly advertised on Sell2Wales and on the council's electronic procurement system.
- 4.3.4 Whilst it is not a mandatory requirement at this procurement threshold, the inclusion of community benefits as a contractual requirement is still encouraged (see CPR [2.4](#) and [6.3.3](#)).
- 4.3.5 At the time of inviting tenders the documents detailed in [CPR 3.1](#) should have been prepared and be accessible to view on the council's electronic procurement system.
- 4.3.6 There is no prescribed timescale for receiving an invitation to tender, but consideration should be made of the complexity of the requirement being requested and sufficient time allowed for suppliers to provide suitable bids.
- 4.3.7 The tenders must be received electronically using the council's approved system, and will automatically be endorsed with the time and date of receipt and "locked" by the system until the closing time and date prescribed in the invitation to tender has elapsed.
- 4.3.8 All tenders received will be automatically "unlocked" and available for evaluation in the electronic system at the same time within one hour of the closing time and date prescribed in the invitation to tender.
- 4.3.9 Following evaluation of the submissions and acceptance of the tender on the electronic system, a purchase order **must** be sent via the Purchase-to-Pay (P2P) system.

4.4 Intermediate Value Procurement £25,001 to the OJEU threshold (Works)

- 4.4.1 Where a negotiated, competitive dialogue or innovation partnership procedure has been approved under [CPR 2.7](#), then the offer to market should only be undertaken under the supervision and guidance of a named officer from the Corporate Procurement Team.
- 4.4.2 Prior to inviting tenders, it is a **mandatory** requirement to undertake the corporate Sustainability Assessment, or any equivalent corporate assessment that may be required. It is the responsibility of the manager where the procurement activity is taking place to ensure that this is undertaken, and that the results of this exercise is uploaded to the council's electronic procurement system.
- 4.4.3 In cases where the works are of a general nature and thus it is reasonably considered that the interest from the market may result in a high number of submissions, in the interests of efficiency it is permissible not to openly advertise contracts with an estimated value below £250,000 (for works **only**). In this circumstance at least **four** tenders must be requested using the council's electronic procurement system. The system will enable two suppliers of the requested works to be selected manually, and then will automatically select at random a further two suppliers. **DEL: If more than two suppliers are manually selected, the system will automatically select at random the same number again (i.e. if three suppliers are selected, the system will randomly select a further three, and so on).**
- 4.4.4 If the works being procured are grant funded and the conditions of grant require contracts to be advertised then CPR 4.4.3 cannot be used.

- 4.4.5 In the circumstance where not all suppliers respond to the invitation to tender with a submission, it is acceptable to evaluate and award the contract based on whatever submissions have been made, even where there is only one submission.
- 4.4.6 In all other circumstances, and for **all** contracts with an estimated value of between £250,001 and to the OJEU threshold (see appendix C), all requirements **must** be openly advertised on Sell2Wales and on the council's electronic procurement system.
- 4.4.7 Where the contract value is greater than £1,000,000 the inclusion of community benefits as a contractual requirement is a **mandatory** requirement. Below this value, whilst it is not a mandatory requirement, the inclusion of community benefits as a contractual requirement is still encouraged (see CPRs [2.4](#) and [6.3.3](#)).
- 4.4.8 At the time of inviting tenders the documents detailed in [CPR 3.1](#) should have been prepared and be accessible to view on the council's electronic procurement system.
- 4.4.9 There is no prescribed timescale for receiving an invitation to tender, but consideration should be made of the complexity of the requirement being requested and sufficient time allowed for suppliers to provide suitable bids.
- 4.4.10 The tenders must be received electronically using the council's approved system, and will automatically be endorsed with the time and date of receipt and "locked" by the system until the closing time and date prescribed in the invitation to tender has elapsed.
- 4.4.11 All tenders received will be automatically "unlocked" and available for evaluation in the electronic system at the same time within one hour of the closing time and date prescribed in the invitation to tender.
- 4.4.12 Following evaluation of the submissions and acceptance of the tender on the electronic system, a purchase order **must** be sent via the Purchase-to-Pay (P2P) system.

4.5 **High Value Procurement ([OJEU threshold](#))** Above the relevant OJEU threshold (Goods, Services & Works)

- 4.5.1 At this threshold level it is critical that the offer to market is conducted in full compliance with the requirements of the [Public Contracts Regulations 2015](#). For this reason, adequate time must be allowed for the proper planning of the procurement activity, and this planning and the subsequent offer to market must be undertaken under the supervision and guidance of a named officer from the Corporate Procurement Team.
- 4.5.2 Prior to inviting tenders, it is a **mandatory** requirement to undertake the corporate Sustainability Assessment, or any equivalent corporate assessment that may be required. It is the responsibility of the manager where the procurement activity is taking place to ensure that this is undertaken, and that the results of this exercise is uploaded to the council's electronic procurement system.
- 4.5.3 Above these EU contract thresholds all requirements **must** be openly advertised on Sell2Wales, the council's electronic procurement system **and in the official journal of the European Union (OJEU)**, with no exceptions (see [CPR 4.9](#) for details).
- 4.5.4 Where the contract value is greater than £1,000,000 the inclusion of community benefits as a contractual requirement is a **mandatory** requirement. Below this value, whilst it is not a mandatory requirement, the inclusion of community benefits as a contractual requirement is still

encouraged (see CPRs [2.4](#) and [6.3.3](#)).

- 4.5.5 At the time of inviting tenders the documents detailed in [CPR 3.1](#) should have been prepared and be accessible to view on the council's electronic procurement system.
- 4.5.6 The [Public Contracts Regulations 2015](#) prescribe minimum time limits for submissions following advert. These vary depending on the procurement procedure being followed and whether a Prior Information Notice (PIN) has been issued (see [CPR 4.9](#)), but are significant and **non-negotiable**. Officers conducting any procurement activity at this threshold **must** inform the Corporate Procurement Team at the earliest opportunity to ensure the prescribed time limits can be met.
- 4.5.7 The tenders must be received electronically using the council's approved system, and will automatically be endorsed with the time and date of receipt and "locked" by the system until the closing time and date prescribed in the invitation to tender has elapsed.
- 4.5.8 All tenders received will be automatically "unlocked" and available for evaluation in the electronic system at the same time within one hour of the closing time and date prescribed in the invitation to tender.
- 4.5.9 Following evaluation of the submissions and acceptance of the tender on the electronic system, a purchase order **must** be sent via the Purchase-to-Pay (P2P) system.

4.6 Light-Touch Regime (see Regulations 74 – 77 of the [Public Contracts Regulations 2015](#))

- 4.6.1 The new light-touch regime (LTR) is a specific set of rules for certain contracts that tend to be of lower interest to cross-border competition. Those service contracts include certain social, health and education services, defined by Common Procurement Vocabulary (CPV) codes. The list of services to which the Light-Touch Regime applies is set out in Schedule 3 of the Public Contracts Regulations 2015 (Annex A): this can be found in [Appendix D](#) of these CPRs. The procurement process for the LTR is described briefly below, but any officer undertaking procurement activity under this regime should do so in association with the Corporate Procurement Team and should always refer directly to the relevant sections of the Public Contracts Regulations 2015 and any associated government guidance.
- 4.6.2 Below the threshold given in [Appendix C](#) CPRs [4.3.1](#) to [4.3.9](#) should be followed.
- 4.6.3 The OJEU threshold values for the Light Touch Regime are detailed in [Appendix C](#). At and above the threshold level the mandatory requirements, in addition to CPR 4.6.2, are:
- i. OJEU Advertising – the publication of a contract notice (CN) or prior information notice (PIN), except where the grounds for using the negotiated procedure without a call for competition could have been used;
 - ii. The publication of a contract award notice (CAN) following each individual procurement, or if preferred, group such notices on a quarterly basis;
 - iii. Compliance with Treaty principles of transparency and equal treatment;
 - iv. Conduct the procurement in conformance with the information provided in the OJEU advert (CN or PIN) regarding any conditions for participation, time limits for contacting/responding to the authority, and the award procedure to be applied; and

- v. Time limits imposed by authorities on suppliers, such as responding to adverts or tenders, must be reasonable and proportionate.

The council has the flexibility to use any process or procedure when procuring under the LTR, as long as it respects these obligations above. There is no requirement to use the standard EU procurement procedures (open, restricted and so on) that are available for other (non-LTR) contracts. The council can use those procedures if helpful, or alternatively tailor those procedures or design new procedures.

- 4.6.4 The Public Contracts Regulations 2015, [Regulation 77](#), permit certain contracts to be “reserved” for organisations meeting certain criteria e.g. public service mutual and social enterprises.
- 4.6.5 For contracts that are covered by the Light-Touch Regime there are additional circumstances under which an exception can be sought. These are detailed in [CPR 2.10](#).

4.7 Electronic arrangements

- 4.7.1 Above the £10,000 threshold detailed in [CPR 4.1](#) all requests for quotations and invitations to tender, along with all associated procurement documentation, must be issued via the council’s approved electronic procurement system.
- 4.7.2 Above the £10,000 threshold detailed in [CPR 4.1](#) all submissions from bidding organisations, including all supporting documentation, must be received via the council’s approved electronic procurement system.
- 4.7.3 In some exceptional circumstances, and only by agreement between the head of service where the procurement activity is taking place and the Corporate Procurement Team, hard copy quotations or tenders may be accepted. In this event the procedures detailed in CPR 4.8 below must be followed.

4.8 Hard copy arrangements

- 4.8.1 In the event that hard copy quotations or tenders are to be accepted (see CPR 4.7.3 above), these must be submitted, sealed, in the envelope provided with the procurement documents and addressed to a named officer within the service where the procurement activity is taking place. The submitted envelope should not have any mark that would reveal the bidding organisation’s identity and should clearly marked “Quotation for....” followed by a description of the goods, services or works being procured.
- 4.8.2 The named officer (see CPR 4.8.1 above) is responsible for recording the time and date of receipt, and for the safe custody of the submissions until the specified bid opening time.
- 4.8.3 All hard copy quotations or tenders for the same contract will be opened at the same time within 24 hours of the official return time/date having passed. This opening should be undertaken in the presence of at least two officers of the council, one of whom **must** be an officer who has had no previous involvement in pre-tender enquiries, the invitation to tender or preparation of associated documentation. It is the responsibility of the manager of the team where the procurement activity is taking place to ensure this is the case.
- 4.8.4 The designated officers present at the opening shall record the following details of each submission:

- i. The time and date for the receipt of the bids;
- ii. The name of each bidder and the amount of each bid; and
- iii. The date the bids were opened.

This record shall be signed by all officers present at the opening.

- 4.8.5 If a hard copy submission is opened in error prior to the specified bid opening time, no attempt shall be made to ascertain any contents of the bid or its origin, and the matter must be immediately reported to the **Chief Officer** where the procurement activity is taking place. The envelope shall be re-sealed and signed by the officer who opened the envelope and the **Chief Officer**. If the **Chief Officer** has reason to suspect a breach of confidentiality or irregularity has occurred, they shall report the matter immediately to the Corporate Procurement Team and internal audit.

4.9 Advertising

- 4.9.1 Where the opportunity is going to be advertised on Sell2Wales, there are two options:

- i. The **Prior Information Notice (PIN)** alerts the market to future contracts, and should be placed on Sell2Wales and – for tenders over the OJEU thresholds – in the Office Journal of European Union (OJEU). The publication of a PIN is not mandatory but by publishing it is possible to take advantage of reduced time limits for submission of bids later in the process.
- ii. The **Contract Notice (CN)** which launches a specific procurement, and should be placed on Sell2Wales, the council's electronic procurement system and – for tenders over the OJEU thresholds – in the Office Journal of European Union (OJEU).

- 4.9.2 As per [CPR 1.3.1](#), **all** advertisement in Sell2Wales and, where relevant, in the Office Journal of the European Union (OJEU), **must** be published bilingually in Welsh and English. The advertisement must state that quotations or tenders may be submitted in Welsh, and that a quotation or tender submitted in Welsh will be treated no less favourably than a quotation or tender submitted in English.

- 4.9.3 Adverts can also be placed in relevant trade journals or other suitable publications.

SECTION 5

EVALUATION & CONTRACT AWARD

5.1 Late submissions

- 5.1.1 There is a one hour “grace” period built into the electronic procurement system after the prescribed closing time/date to allow for any problems that may arise with suppliers uploading their submissions. Submissions received within this one hour grace period can be accepted. The electronic procurement system will not accept any submissions after this “grace” period.

5.2 The evaluation process

- 5.2.1 Submitted quotations or tenders must be evaluated in accordance with the predetermined evaluation criteria ([see CPR 3.7](#)) and awarded on the basis of the submission that best meets these criteria. The criteria **must** be strictly observed and not altered or adjusted in any way.

5.3 Errors and omissions in submitted bids

- 5.3.1 As a general rule, no adjustment or qualification to any submitted bid is permitted. Errors or omissions found during the evaluation process shall be dealt with in one of the following ways:
- i. Where there is an error of clerical or arithmetical transcription or computation which would affect the quotation or tender figure in an otherwise successful submission, the bidding organisation will be given details of such errors via the council’s electronic procurement system and shall be allowed the opportunity of correcting those errors and confirming the correct details.
 - ii. Where there are errors or omissions other than those detailed above which would affect the quotation or tender figure or other elements of the submission, the bidding organisation will be given details of such errors via the council’s electronic procurement system and shall be allowed the opportunity of correcting those errors or withdrawing its submission.
- 5.3.2 Any corrections must be submitted within a defined timescale of the notification to the bidder of the error or omission. Corrections received after this timescale will not be accepted and the submission considered withdrawn and not further evaluated. This must be clearly stated to the bidder at the time of notification of the error or omission.

5.4 Post-quotation/tender negotiations and clarification

- 5.4.1 Generally:
- i. no post-tender negotiations are permitted under an open or restricted procedure;
 - ii. In some instances it may be acceptable to seek clarification from bidding organisations, but this should only happen in exceptional circumstances and following consultation with the Corporate Procurement Team; and

- iii. Negotiations on price are never permissible except where the negotiated procedure is used. The negotiated procedure should only be used in those exceptional cases where it is lawful to do so under the 2015 Regulations, and should **always** be undertaken under the supervision of a named officer from the Corporate Procurement Team.

5.4.2 Where procurements are at intermediate value or below (i.e. sub-OJEU level) the **Chief Officer** where the procurement activity is taking place may authorise negotiations, having first consulted with the Corporate Procurement Team, if he/she considers that it is in the council's interest to do so. Such actions must not distort competition and that the core principles of transparency, non-discrimination and equal treatment apply, therefore negotiations should be kept to a minimum. It is the head of service's responsibility to ensure a written record of all negotiations are kept as part on the contract file on the council's electronic procurement system.

5.5 Awarding the contract

5.5.1 No contract can be awarded without an approved, associated budget which is sufficient to meet the financial obligations of the contract over its lifetime.

5.5.2 Where the contract award is within the cost and quality parameters established at the earlier procurement strategy approval stage (see [CPR 2.7](#)), the award can be made by:

- i. By the manager of the team where the procurement activity will be taking place, providing they have authority to approve spend to the contract value. If they do not have authority to spend, then:
- ii. By the **Chief Officer** where the procurement activity is taking place, providing they have authority to approve spend to the contract value or that the procurement activity has prior authorisation under [CPR 2.7](#).

5.5.3 For contracts of less than **£250,000**, where the contract award will be of greater cost than that which was approved at the procurement strategy stage (see [CPR 2.7](#)), the award can be made by the **Chief Officer** where the procurement activity is taking place, regardless of the percentage of increase but notwithstanding the responsibility to ensure and be able to demonstrate that value for money has been obtained.

5.5.4 For contracts of more than **£250,000**, where the contract award will be of greater cost than that which was approved under [CPR 2.7](#) (regardless of the percentage of increase), award approvals must be undertaken in the following manner:

- i. **£250,001 to £1,000,000**: By agreement in writing from **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer. Any of these individuals can refer the decision to Cabinet where they consider there are relevant issues pertaining to the contract award such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
- ii. **£1,000,001 to £2,000,000**: by the relevant Cabinet Member through the scheme of delegation detailed in the Council's constitution, which will also require the agreement from the **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer. The Cabinet Member, or any of the other offices detailed above, can refer the decision to Cabinet where they consider there are relevant issues pertaining to the contract award such that it should be considered as a key decision under the Cabinet Members scheme of delegation;

iii. **£2,000.001 and over:** by Cabinet.

5.5.5 When awarding contracts on lowest price, award approvals must be made to the bidding organisation submitting the lowest price, unless the quote or tender is deemed to be an abnormally low bid which cannot be justified by the bidder to be sufficient to deliver the contract. In this circumstance it should be treated as an error and the procedure detailed in [CPR 5.3](#) followed.

5.5.6 For all contracts over the £10,000 threshold an award approval report must be completed (available on request from the Corporate Procurement Team) and uploaded to the electronic procurement system. It is the responsibility of the **Chief Officer** where the procurement activity is taking place to ensure this happens.

5.6 Notifying candidates

5.6.1 When a contract is awarded in line with [CPR 5.5.4 ii](#) and iii that decision is subject to the five day Cabinet call-in period. Bidders should not be notified until either this call-in period has elapsed or, in the event that the decision is called-in, the result of any review is known.

5.6.2 Where the contract value is less than the high value, OJEU threshold, the manager of the team where the procurement activity is taking place shall ensure that within 15 days of the date on which the council receives a request from any supplier who was unsuccessful (at either quotation, pre-qualification or tender stage) he/she informs that supplier of the reasons for being unsuccessful and, if the supplier was unsuccessful at quotation/tender stage they must also be informed of the characteristics and relative advantages of the successful quotation/tender as well as the name of the bidder winning the contract.

5.6.3 Where the contract value is at high level (OJEU threshold), the manager of the team where the procurement activity is taking place must ensure that the council complies with the requirements of the [Public Contracts Regulations 2015](#) regarding giving standstill letters and reasons. Additionally, contract award notices need to be published in the OJEU not later than 30 days after contract award and the form of notice is prescribed in the relevant regulations.

5.6.4 Where the procurement activity is at high level (OJEU threshold), there must be a standstill period between communicating the award decision to all tenders and conclusion of the contract. This standstill period shall be 10 calendar days when sent electronically (or 15 days for notices sent by other methods). Where the last day of the standstill period is not a working day, the standstill period is extended to midnight at the end of the next working day.

5.7 Contract award notice

5.7.1 Where the contract has been advertised on Sell2Wales, the council must subsequently publish a bilingual contract award notice on Sell2Wales.

5.7.2 Where the value of the contract is equal to or greater than the relevant OJEU threshold (high-value procurement), the council must publish a bilingual contract award notice on Sell2Wales for inclusion in the OJEU as well.

5.7.3 In either case, the contract award notice should be actioned as soon as possible after the decision to award the contract has been taken, and in any event no later than 30 days after the date of award of contract. It is the responsibility of the manager of the team where the procurement activity is taking place to ensure this happens.

5.8 Letters of intent

- 5.8.1 A letter of intent is not an appropriate substitute for a formal contract but in exceptional circumstances can be issued as an interim measure until a formal contract has been signed. Letters of intent can only be issued by an officer of the council with the prior approval in writing of the Monitoring Officer.
- 5.8.2 In the case of works contracts, a letter of intent in a form approved by the Monitoring Officer is acceptable in order to allow work to commence, although the issue of a formal contract must follow without delay.

5.9 Bonds, Securities, Liquidated and other damages

- 5.9.1 The manager where the procurement activity is taking place is responsible for ensuring that a risk assessment is undertaken to determine whether some form of performance bond or performance guarantee is required.
- 5.9.2 All contracts should include a provision for liquidated damages to be paid by the contractor in case the terms of the contract are not duly performed, save where the Monitoring Officer approves another type of remedy.

5.10 Parent Company Guarantee

- 5.10.1 The manager where the procurement activity is taking place is responsible for seeking a Parent Company Guarantee where:
- i. A contractor is a subsidiary of a parent company; and/or
 - ii. The award is based on evaluation of the parent company; and/or
 - iii. There is some concern over the stability of the contractor.

5.11 Non-concluded terms and conditions

- 5.11.1 Before any award of contract it is the responsibility of the manager of the team where the procurement activity is taking place to ensure that the terms and conditions of the contract are fully agreed between the council and the successful bidder.
- 5.11.2 Where terms and conditions of contract are not fully agreed, no contractor shall be allowed to commence delivery of goods, services or works.
- 5.11.3 The council should under normal circumstances **never**:
- i. enter into a contract on the contractors own standard terms and conditions; or
 - ii. negotiate terms and conditions which are significantly different to those included or referred to at quotation or tender stage.

Any deviation from these principles can only be undertaken with the prior approval of the Monitoring Officer.

5.12 Contract documents (see also [CPR 3.5](#))

- 5.12.1 Where the procurement is up to a total value of £25,000 the use of a Purchase Order is an acceptable form of contract, which must make reference to the successful quotation and the council's terms and conditions of purchase. In some circumstances, particularly where there is a risk of contractual disputes, it may still be appropriate to have a signed contract in place.
- 5.12.2 Where the procurement is greater than £25,000, all contracts for goods, services and works must be concluded in writing using the appropriate standard contract, or other bespoke contract as approved by the Monitoring Officer, before the contract commences. In this circumstance there is still a requirement to also raise a purchase order.
- 5.12.3 Two copies of the contract will be sent to the successful tenderer to duly sign. After signing and returning both copies to the council, they will both be signed on behalf of the council. One copy will be scanned and placed on the contract file in the council's electronic procurement system, and the original retained by the relevant service area. The second copy will be returned to the successful tenderer for its retention. It is the responsibility of the manager where the procurement activity is taking place to ensure that the contracts are sent out, duly signed, returned and recorded on the electronic procurement system.
- 5.12.4 Contract documents, along with all associated related documents, must be retained for a minimum of six years from the contract end date and, if under seal, for a period of twelve years from the contract end date. Where the contract was funded, or partly funded, through some form of external grant further conditions with regard to retention of documents may apply and **must** be adhered to.
- 5.12.5 Emergency contracts awarded under CPRs [2.9.3 iii](#) and [2.9.3 xv](#) need not be in writing before commencement but must be confirmed in writing within four weeks. It is the responsibility of the manager where the procurement activity is taking place to ensure this is the case.

5.13 Contract signatures

- 5.13.1 Contracts not under seal can be signed on behalf of the Council by:
- i. By the manager of the team where the procurement activity will be taking place, providing they have authority to approve spend to the estimated contract value. If they do not have authority to spend, then:
 - ii. By the **Chief Officer** where the procurement activity is taking place

However, regardless of who signs there should be consideration in terms of separation of duties and the person who signs the contract on behalf of the council should not be the same officer who led the offer to market.

5.14 Sealing of contracts

- 5.14.1 A contract must be sealed where:
- i. The council wishes to enforce the contract for more than six years after its end (e.g. for land or construction works); or

- ii. The price paid or received under the contract is a nominal price or there is no consideration and does not reflect the value of the goods or services; or
- iii. Where there is any doubt about the authority of the person signing for the other contracting party; or
- iv. Where it is required by law; or
- v. The total value of the goods, services or works exceeds £250,000.

5.14.2 Where contracts are completed by each side adding their common seal, the affixing must be attested by or on behalf of Legal Services. Legal Services are responsible for the process of sealing contracts on behalf of the Monitoring Officer.

5.15 Sub-contracting notification (see also CPR [3.6](#) and [6.4](#))

5.15.1 Main contractors must notify the council of the name, contact details and legal representatives of its sub-contractors in so far as known at the time. This should take place after the award of the contract or, at the very latest, when the performance of the contract commences.

5.15.2 The Council may verify whether there are grounds for exclusion of sub-contractors, and must require the main contractor to replace a sub-contractor if there are mandatory grounds for exclusion and may require replacement where there are discretionary grounds (Regulation 57 of the Public Contract Regulations 2015 refer for contracts at the OJEU threshold).

5.15.3 Where sub-contractors will be used, the contract should include a clause expressly requiring the main contractor to abide by the fair payment requirements and ensure sub-contractors receive payment within 30 days of presenting a valid invoice.

5.16 Contracts Register

5.16.1 From 1st April 2016, the following contracts shall be recorded on a central contracts register hosted on the council's approved electronic system:

- i. all new contracts over the value of £25,000 (intermediate value procurement and above);
- ii. all contracts above the £25,000 threshold that were entered into prior to 1st April 2016 but are still current;
- iii. all contracts **of any value** that need to be renewed; and
- iv. frameworks or other corporate purchasing arrangements currently being used by the council.

5.16.2 It is the responsibility of the **Chief Officer** to ensure that their staff comply with CPR 5.16.1 above, and that the information provided in relation to the contracts register includes as a minimum:

- i. **DEL - The nominated council Contract Manager**
- ii. The contractor;

- iii. The value of the contract;
- iv. The start and expiry date of the contract;
- v. Details of whether the contract is a one-off or expected to be renewed

SECTION 6

CONTRACT MANAGEMENT

6.1 Managing contracts

- 6.1.1 All contracts **must** have a named contract manager for the entirety of the contract, and that this individual has sufficient capability and capacity (see [CPR 1.4](#) for guidance) to undertake this role effectively. It is the responsibility of the head of service where the procurement activity is taking place to ensure that this is the case.
- 6.1.2 All contract management activities should seek to ensure that the contract is delivered in compliance with the terms and conditions of the contract, and shall be undertaken via the council's electronic procurement system.

6.2 Risk assessment and contingency planning

- 6.2.1 It is the responsibility of the contract manager (see CPR 6.1.1) to ensure that a risk assessment is undertaken to determine whether a contract should be categorised as high, medium or low risk (different contract management arrangements will apply depending on the risk category of the contract). Related documentation and assistance with undertaking the risk assessment is available from the Corporate Procurement Team.
- 6.2.2 It is the responsibility of the contract manager to ensure that for all contracts categorised as medium or high risk:
- i. A risk register is maintained throughout the contract period;
 - ii. Risk assessments are undertaken regularly; and
 - iii. For identified risks, appropriate and adequate contingency measures are in place

6.3 Contract performance

- 6.3.1 It is the responsibility of the contract manager (see CPR 6.1.1) to ensure that regular performance reviews are undertaken for categorised as medium or high risk. Such reviews should be undertaken at regular intervals depending on the complexity and length of the contract – at the discretion of the Contract Manager, but **must** be undertaken at the end of each contract. The review should cover good and bad performance, complaints, issues and defects arising under the contract, and a record of all reviews must be kept on the contract file on the council's electronic procurement system.
- 6.3.2 For all contracts it is the responsibility of the contract manager to raise any incidents of poor performance immediately with the contractor and seek rectification. In instances of particularly poor performance, or persistent poor performance, the Contract Manager can consider whether to recommend:
- i. early termination of the contract (see [CPR 6.6](#)); or
 - ii. where the contract has been awarded under a Framework Agreement, suspension of the contractor from that framework.

6.3.3 Where community benefits have been included as contractual requirements (see [CPR 2.4](#)) they should be regularly monitored and actively managed as part of the overall contract management process. It is the responsibility of the contract manager to ensure that the Welsh Government's Community Benefit Toolkit (or any successor tool provided by or on behalf of the Welsh Government) is duly completed and submitted as required.

6.3.4 At the end of each contract the contract manager will issue the contractor with a feedback form (available from the Corporate Procurement Team) in order for them to express their views and opinions on the management and delivery of the contract, and a record of this feedback must be kept on the contract file on the council's electronic procurement system.

6.4 Change in sub-contractors (see also CPRs [3.6](#) and [5.15](#))

6.4.1 Where sub-contractors are involved in the delivery of the contract in the course of the normal contract management arrangements the contract manager is required to check whether there has been any change in sub-contractors, and record any changes in the electronic procurement system.

6.5 Assignments and novation

6.5.1 Any contracts subject to potential assignment and novation must be referred to the Monitoring Officer at the earliest possible instance.

6.6 Termination of contract

6.6.1 Contracts may be terminated in line with the terms and conditions of the contract. Authorisation levels for contract termination are set out in [CPR 6.8](#). In all cases a report must be provided and attached to the contract file on the council's electronic procurement system detailing the reasons for the termination.

6.6.2 Where a contract has been terminated early, it is the responsibility of the contract manager to ensure that the corporate contracts register (see [CPR 5.16](#)) is updated accordingly.

6.7 Contract variations and extensions

6.7.1 Contract and framework agreements may be varied without a new procurement procedure where:

- i. The variations have been provided for in the relevant contract documents in clear unequivocal terms (i.e. price variation, fluctuation clauses or options) and these do not alter the overall nature of the contract; and/or
- ii. Additional goods, services or works which were not included in the original quotation or tender have become necessary, where a change of contractor cannot be made for economic or technical reasons or where it would cause serious inconvenience or duplication and the price does not exceed 20% of the original contract value and that it does not extend the contract period by more than 50%; and/or

- iii. The circumstances causing the need for variation were unforeseen, the variation does not alter the overall nature of the contract and the price does not exceed 20% of the original contract value and that it does not extend the contract period by more than 50%; and/or
- iv. There is a change in contractor that was provided for in the quotation or tender, or as a result of a merger, acquisition, insolvency or similar of the original contractor, that fulfils the original criteria for qualitative selection, provided this does not lead to other substantial variations; and/or
- v. The variations, irrespective of their value, are not substantial (as defined in CPR 6.7.2 below).

6.7.2 In the circumstances detailed in CPR 6.7.1 above, the contract variation shall be authorised by the Contract Manager, provided that the variation cost can be met within budget. Such variation shall be entered on the electronic procurement system and the Contracts Register, and an amendment made to the original Purchase Order. Note that substantial contract variations, as detailed in CPR 6.7.3 below, shall be subject to the authorisation requirements detailed in CPR 6.8.1.

6.7.3 A variation shall be deemed substantial if:

- i. The cost of the variation would exceed 20% of the original contract value or would extend the contract period by more than 50%; and/or
- ii. It makes the contract or framework materially different in character; and/or
- iii. The variation introduces new conditions which, had they been part of the initial procurement, would have allowed for the admission of other candidates than those initially accepted; allowed for the acceptance of a tender other than that originally accepted; and/or attracted additional participants in the procurement procedure; and/or
- iv. It changes the economic balance in favour of the contractor; and/or
- v. It extends the scope of the contract or framework considerably.
- vi. The revised total contract value requires a different level of authorisation, as specified in CPR 6.8.1, than that used for the original contract award.

6.7.4 Any decision to extend the contract period (term) may only be made before the original expiry date, where it is in accordance with the terms and conditions of the original contract.

6.7.5 In all cases of contract variation, careful consideration must be made of the impact of the increased value of the contract on the procurement threshold levels, particularly whether the increase in value will move a contract from intermediate, sub-OJEU value into high value, OJEU level. In this circumstance the variation or extension should not normally be granted.

6.8 Authority to decide contract terminations and substantial variations

6.8.1 Every contract termination or substantial variation (as detailed in CPR 6.7.3) must be authorised in writing and issued before the termination or variation is actioned. Authorisation levels are as follows:

- i. **Up to £250,000:** By the manager of the team where the procurement activity is taking place, providing they have authority to approve spend to the estimated contract value. If they do not have authority to spend then by the **Chief Officer** where the procurement activity is taking place;
- ii. **£250,001 to £1,000,000:** By agreement in writing from **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer. Any of these individuals can refer the decision to Cabinet where they consider there are relevant issues pertaining to the contract variation such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
- iii. **£1,000,001 to £2,000,000:** by the relevant Cabinet Member through the scheme of delegation detailed in the Council's constitution, which will also require the agreement from the **Chief Officer** where the procurement activity is taking place, the Section 151 Officer, and the Monitoring Officer. The Cabinet Member, or any of the other offices detailed above, can refer the decision to Cabinet where they consider there are relevant issues pertaining to the contract variation such that it should be considered as a key decision under the Cabinet Members scheme of delegation;
- iv. **£2,000.001 and over:** by Cabinet.

Contract values should be based on the cumulative total (i.e. including any previous variations or extensions) and in all cases, a report must be provided and attached to the contract file on the council's electronic procurement system detailing the reasons for the variation or extension.

6.9 Contract end

6.9.1 At an appropriate point, but generally at least three months prior to the contract end date, the contract manager should review whether or not the contract needs to be renewed, either in its current or an amended form. This should involve consideration of the contract management information collected throughout the life of the contract, which should help inform whether, or how, the requirement may be delivered in future.

6.9.2 If there is no further requirement for the contract, the existing contract may be allowed to lapse. However, some contracts may require more active decommissioning, for example where it involves disposal or reallocation of resources or where consultation is required. It is the responsibility of the contract manager to ensure that contracts are appropriately decommissioned and that sufficient time is allowed to do this.

6.9.3 If there is an ongoing requirement beyond the end of the existing contract, the contract manager is required to:

- i. 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;
- ii. 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;

- iii. have due regard to the impact a renewed contract or approach may have on local economic prosperity; and
 - iv. Determine whether some form of corporate purchasing arrangement has been established since awarding the original contract.
- 6.9.4 If the contract is to be renewed, in its existing or amended form, then the contract manager (or other officer as directed by management) shall commence the planning process as set out in [Section 2](#) of these CPR's.
- 6.9.5 The contract manager must also ensure that a contract review questionnaire is completed, recording the overall performance of the supplier over the duration of the contract. Once completed, this should be uploaded to the contract file on electronic procurement system.
- 6.9.6 The contract manager shall also send a questionnaire to the supplier for them to complete (available on request from the Corporate Procurement Team), which will record the supplier's perspective on the council's management of the contract. Again, once completed, this should be uploaded to the contract file on electronic procurement system.

APPENDIX A

Glossary of Terms

Term	Definition
Chief Officer	Chief Officer of the relevant Council Service Area
Code of conduct	The Code regulating the conduct of officers and members as set out in the Constitution
Community Benefits	Clauses which can be used to build a range of economic, social, or environmental conditions into the delivery of public contracts. Mandatory on all contracts with a value greater than £1m and optional, but encouraged, on contracts below £1m
Contract	An agreement for the supply of goods, or services, or concessions or the execution of works
Contract award notice	Formal notice placed on Sell2Wales and, if appropriate, OJEU giving particulars on the date the contract was awarded, the award criteria, the number of offers received, the name and address of the successful tenderer(s), and the price or price ranges paid. Contract award notices must be sent not later than 48 days after the contract in question has been awarded
Contract file	A record of all matters relating to the contract
Contract notice	Formal advert placed on Sell2Wales and, if appropriate, OJEU notifying potential suppliers about a contract opportunity
Contracting Authority	A defined term in the Public Contracts Regulations 2015, meaning a public body that is subject to the procurement Regulations
Contractor	A supplier of goods or services or concessions or Works to the Council
Contracts register	From 1st April 2016, all contracts over the value of £25,000 shall be recorded on a central contracts register hosted on the council's approved electronic system
Corporate purchasing agreement	A contract or framework agreement which has been endorsed and approved for corporate use by the Strategic Procurement Manager and its use shall be mandatory
CPRs	These Contract Procedure Rules
Day	A calendar day unless otherwise specified

Electronic procurement	The procurement of all goods, services and works conducted using the council's approved electronic system
EU	European Union
Framework agreement	An agreement which allows an officer to call off or undertake a mini competition to provide goods, services or works in accordance with the terms of the agreement. The Framework Agreement usually constitutes a non-binding offer with no obligations to call off from the contractor. If the Council calls off from the contractor a binding contract comes into being.
Goods	Items that are tangible in nature i.e. they are of physical property
High value procurement	Procurement of goods, services and works where the value is at or above the OJEU thresholds as detailed in Appendix C of these CPRs
Intermediate value procurement	Procurement of goods, services and works where the value is between £25,001 and the OJEU thresholds as detailed in Appendix C of these CPRs
Invitation to tender	Invitation to tender documents in the form required by these CPRs
Light-Touch Regime	A specific set of rules for certain contracts that tend to be of lower interest to cross-border competition. These rules can only be used in conjunction with services listed in Schedule 3 of the Public Contract Regulations, 2015
Lower value procurement	Procurement of goods, services and works where the value is between £10,001 and £25,000
Monitoring Officer	The officer designated by the Council as its Statutory Monitoring Officer as required under Section 5 of the Local Government and Housing Act 1989
Most economically advantageous tender (MEAT)	A tender evaluated on the basis of qualitative, technical and sustainable aspects of the tender submission as well as price when reaching an award decision
OJEU	The Official Journal of the European Union
OJEU threshold	The values that are determined by the European Union every two years, which are shown in Appendix C of these CPRs
Prior Information Notice (PIN)	A notice place on Sell2Wales and/or OJEU alerting the market of upcoming requirements and allowing suppliers to respond, expressing an interest in bidding for the contract. This supplier feedback can be used to inform the development of the specification as well as the selection process prior to the invitation to tender stage

Procurement	The process by which the council manages the acquisition of all its goods, services and works of all sorts
Purchase order	An electronic order raised and authorised via the Council Proactis P2P system
Quotation	A quotation of price and any other relevant matter made without the formal issue of an invitation to tender
Section 151 Officer	The officer designated by the Council as its Statutory Section 151 Officer as required under Section 151 of the Local Government Act 1972
Services	Intangible commodities i.e. they are non-physical in nature
Statutory Procurement Obligations	The EU Regulations and UK legislation governing the procurement of contracts by Contracting Authorities
Sub-procurement (buying)	Purchasing of goods, services and works up to a value of £10,000
Tender	A Contractor's formal proposal submitted in response to an invitation to tender
Value for money	The optimum combination of whole life costs, quality and benefits to meet the Council's requirement. Such term equates to the EU procurement requirement of "most economically advantageous offer"
Working day	Any day other than a Saturday or a Sunday or a day which is a bank or a public holiday throughout Wales
Works	Activities listed in Schedule 2 of the Public Contract Regulations, 2015

APPENDIX B

Roles and Responsibilities of Officers

Officer	Duty	C.P.R.
Built Environment Team / Manager	Property and works related procurement	1.8.1 (ii)
Cabinet / Cabinet Portfolio Holder	Authority to decide procurement strategy and invite competitive bids	2.7.2
	Authority to approve exceptions from part or all of the CPRs	2.11.1
		2.11.3
	Contract award approvals	5.5.4
	Authority to decide contract terminations, variations and extensions	6.8.1
Contract Managers	Monitoring the delivery of community benefits	2.4.5
	All contracts must have a named Contract Manager	6.1.1
	Ensure that all risks are recorded, monitored and have appropriate measures in place	6.2
	Ensure that regular performance reviews are undertaken	6.3.1
	Raise any incidents of poor performance immediately with the contractor and seek rectification	6.3.2
	Ensure that the Welsh Government's Community Benefit Toolkit is duly completed and submitted as required	6.3.3
	Issue the contractor with a feedback form at the end of each contract	6.3.4
	Check for and record any changes to sub-contractors involved with the delivery of a contract	6.4.1
	Ensure that the corporate contracts register (see CPR 4.1) is updated where a contract has been terminated early	6.6.2
	Actions required around contract end	6.9
Corporate Procurement Team	Guidance and clarification of over-riding principles	1.1.7
	Receive notifications of officers' requirements to use the ePortal and register officers on the system	1.11.2
	Amendments to the Appendices of the CPRs	1.12.2
	Framework agreements and other corporate purchasing arrangements	2.1.1
		2.1.2
		2.1.3
		2.1.5
	Estimating the contract value	2.2.2
	Advice on community benefits	2.4.3
	Commissioning forms	2.5.2
		2.5.3
		2.5.4
Deciding the appropriate procurement procedure	GN4	
Advice on exceptions	2.9.3 (ii)	

	Use of standard forms and templates	3.1.1
	Exceptions to "Most economically advantageous" selection criteria	3.7.3
	Guidance on the use of negotiated, competitive dialogue or innovation partnership procedures in intermediate value procurement	4.3.1
		4.4.1
	Provision of a named officer to provide supervision and guidance on high value (i.e. above OJEU threshold) procurement	4.5.1
	Ensuring prescribed advertising time limits are met	4.5.6
	Guidance on Light-touch Regime procurement	4.6.1
	Agreement to the acceptance of hard copy submissions	4.7.3
	Breaches of confidentiality or irregularities around hard copy submissions	4.8.5
	Post-quotation/tender negotiations and clarification	5.4.1
		5.4.2
	Provision of award approval report template	5.5.4
		5.5.6
	Assistance with undertaking risk assessments and provision of related documentation	6.2.1
	Provision of contractor feedback form	6.3.4
	Provision of contract end questionnaire	6.9.6
Chief Officers	Procurement carried out by consultants, agency staff, or other non-DCC staff	1.5.1
		1.5.3
	Exceptions to ICT procurement	1.7.1
	Property and works related procurement	1.8.1 (i) (ii)
	Electronic procurement	1.11.1
	Alternatives to using frameworks and corporate purchasing agreements	2.1.5
	Commissioning forms	2.5.3
		2.5.4
	Authority to decide procurement strategy and invite competitive bids	2.7.1 (ii)
		2.7.2
	Authority to seek an exception from part or all of the CPRs	2.9.3 (xiv-xvi)
	Authority to approve exceptions from part or all of the CPRs	2.11.1
		2.11.2
	Exceptions to "Most economically advantageous" selection criteria	3.7.3
	Demonstration of value for money on buying below £10,000 threshold	4.1.1
	Exceptions to electronic tendering to allow hard copy submissions	4.7.3
	Opening of hard copy submissions	4.8.5
	Post quotation/tender negotiations	5.4.2

	Awarding contracts	5.5.2 (ii)
		5.5.3
		5.5.4 (i) (ii)
		5.5.6
	Signing of contracts not under seal	5.13.1 (ii)
	Recording of contracts on the Contracts Register	5.16.2
	Establishing a named contract manager	6.1.1
	Authority to decide contract terminations, variations and extensions	6.8.1
Legal Services	Bespoke contract terms and conditions	3.5.1 (iv)
	Affixation of Council seal to contracts where appropriate	5.14.2
Monitoring Officer	Declaration and recording of conflicts of interests by Members and employees	1.6.3
	Land contracts and appointment of developers	1.10.2
	Amendments to the Appendices of the CPRs	1.12.2
	Authority to decide procurement strategy and invite competitive bids	2.7.2 (ii)
	Authority to approve exceptions from part or all of the CPRs	2.11.1 (iii)
	Awarding contracts greater than £25,000 where the value of the award is greater than at approval stage	5.5.4 (ii)
	Letters of intent	5.8.1
		5.8.2
	Approval of alternative remedies to liquidated damages when contract terms are not duly performed by the contractor	5.9.2
	Non-concluded terms and conditions	5.11.3
	Approval of bespoke contract documents	5.12.2
	Sealing of contracts	5.14.2
	Assignments and novation of contracts	6.5.1
	Authority to decide contract terminations, variations and extensions	6.8.1 (iii)
	Section 151 Officer	Authority to decide procurement strategy and invite competitive bids
Authority to approve exceptions from part or all of the CPRs		2.11.1 (iii)
Exceptions to "Most economically advantageous" selection criteria		3.7.3
Contract award approvals		5.5.4 (ii)
Authority to decide contract terminations, variations and extensions		6.8.1 (iii)
Team Managers	Provide direction to all team members engaged in procurement activity	1.4
	Approval and notification to Corporate Procurement Team of Officers requirements to have access to the eProcurement system	1.11.2
	Requirement to check whether a relevant framework or corporate purchasing agreement is in place	2.1.2
	Pre-quotation/tender market testing and consultation	2.3.3

Approval of appropriate procurement strategy and invitation of competitive bids	2.7.1 (i)
Ensure that the completed and signed documents are uploaded to the electronic system	2.7.2
Consideration of exceptions from CPRs in connection with the Light-touch Regime	2.10.1 (xii)
Ensure Corporate Sustainability Assessment, or its equivalent, has been carried out for Intermediate and High Value (i.e. above OJEU threshold) procurement	4.3.2
	4.4.2
	4.5.2
Ensure appropriate Officers are present for the opening of hard copy quotations/tenders	4.8.3
Awarding contracts	5.5.2 (i)
	5.5.4
Notifying candidates	5.6.2
	5.6.3
Ensure contract award notice is actioned	5.7.3
Ensure that a risk assessment is undertaken to determine whether some form of performance bond or performance guarantee is required	5.9.1
Parent company guarantee	5.10.1
Ensure contract terms and conditions are agreed between the Council and the successful bidder before any contract is awarded	5.11.1
Ensure that contracts are sent out, duly signed, returned and recorded on the electronic procurement system	5.12.3
Ensure confirmation of emergency contracts is given in writing within four weeks of the commencement of the contract	5.12.5
Signing of contracts not under seal	5.13.1 (i)

APPENDIX C

OJEU and LTR thresholds

Details of the Sterling thresholds applicable from 1st January 2016 are given below. Thresholds are net of VAT.

Sterling values are re-calculated every two years.

	GOODS	SERVICES	WORKS	NOTE
General Contracts	164,176	164,176	4,104,394	1
Contracts subject to the Light Touch Regime	N/A	589,148	N/A	2

Notes

- 1 Thresholds relevant to "Other public sector" (i.e. non-Central Government) contracting authorities
- 2 For services listed in Schedule 3 of the Public Contract Regulations 2015 ([See Appendix D](#))

APPENDIX D

List of services covered by the Light Touch Regime

Schedule 3 of the Public Contract Regulations 2015
Regulations 5(1) (d) and 74
Social and other specific services

CPV Code	Description
75200000-8; 75231200-6; 75231240-8; 79611000-0; 79622000-0 (Supply services of domestic help personnel); 79624000-4 (Supply services of nursing personnel) and 79625000-1 (Supply services of medical personnel) from 85000000-9 to 85323000-9; 98133100-5, 98133000-4; 98200000-5; 98500000-8 (Private households with employed persons) and 98513000-2 to 98514000-9 (Manpower services for households, Agency staff services for households, Clerical staff services for households, Temporary staff for households, Home-help services and Domestic services)	Health, social and related services
85321000-5 and 85322000-2, 75000000-6 (Administration, defence and social security services), 75121000-0, 75122000-7, 75124000-1; from 79995000-5 to 79995200-7; from 80000000-4 Education and training services to 80660000-8; from 92000000-1 to 92700000-8; 79950000-8 (Exhibition, fair and congress organisation services), 79951000-5 (Seminar organisation services), 79952000-2 (Event services), 79952100-3 (Cultural event organisation services), 79953000-9 (Festival organisation services), 79954000-6 (Party organisation services), 79955000-3 (Fashion shows organisation services), 79956000-0 (Fair and exhibition organisation services)	Administrative social, educational, healthcare and cultural services
75300000-9	Compulsory social security services
75310000-2, 75311000-9, 75312000-6, 75313000-3, 75313100-4, 75314000-0, 75320000-5, 75330000-8, 75340000-1	Benefit services
98000000-3; 98120000-0; 98132000-7; 98133110-8 and 98130000-3	Other community, social and personal services including services furnished by trade unions, political organisations, youth associations and other membership organisation services
98131000-0	Religious services
55100000-1 to 55410000-7; 55521000-8 to 55521200-0 (55521000-8 Catering services for private households, 55521100-9 Meals-on wheels services, 55521200-0 Meal delivery service) 55520000-1 Catering services, 55522000-5 Catering	Hotel and restaurant services

services for transport enterprises, 55523000-2 Catering services for other enterprises or other institutions, 55524000-9 School catering services 55510000-8 Canteen services, 55511000-5 Canteen and other restricted-clientele cafeteria services, 55512000-2 Canteen management services, 55523100-3 School-meal services	
79100000-5 to 79140000-7; 75231100-5	Legal services, to the extent not excluded by regulation 10(1)(d)
75100000-7 to 75120000-3; 75123000-4; 75125000-8 to 75131000-3	Other administrative services and government services
75200000-8 to 75231000-4	Provision of services to the community
75231210-9 to 75231230-5; 75240000-0 to 75252000-7; 79430000-7; 98113100-9	Prison related services, public security and rescue services to the extent not excluded by regulation 10(1)(h)
79700000-1 to 79721000-4 (Investigation and security services, Security services, Alarm-monitoring services, Guard services, Surveillance services, Tracing system services, Absconder-tracing services, Patrol services, Identification badge release services, Investigation services and Detective agency services) 79722000-1(Graphology services), 79723000-8 (Waste analysis services)	Investigation and security services
98900000-2 (Services provided by extraterritorial organisations and bodies) and 98910000-5 (Services specific to international organisations and bodies)	International services
64000000-6 (Postal and telecommunications services), 64100000-7 (Post and courier services), 64110000-0 (Postal services), 64111000-7 (Postal services related to newspapers and periodicals), 64112000-4 (Postal services related to letters), 64113000-1 (Postal services related to parcels), 64114000-8 (Post office counter services), 64115000-5 (Mailbox rental), 64116000-2 (Post-restante services), 64122000-7 (Internal office mail and messenger services)	Postal services
50116510-9 (Tyre-remoulding services), 71550000-8 (Blacksmith services)	Miscellaneous services

Regulation 77

Reserved contracts for certain services

77.—(1) Contracting authorities may reserve to qualifying organisations the right to participate in procedures for the award of reservable public contracts.

(2) For that purpose, a contract is a reservable public contract only if it is exclusively for one or more of the services which are covered by CPV codes 75121000-0, 75122000-7, 75123000-4, 79622000-0, 79624000-4, 79625000-1, 80110000-8, 80300000-7, 80420000-4, 80430000-7, 80511000-9, 80520000-5, 80590000-6, from 85000000-9 to 85323000-9, 92500000-6, 92600000-7, 98133000-4, and 98133110-8.

(3) In this regulation, “qualifying organisation” means an organisation which fulfils **all** of the following conditions:—

(a) its objective is the pursuit of a public service mission linked to the delivery of services referred to in paragraph (2);

(b) profits are reinvested with a view to achieving the organisation’s objective, and any distribution of profits is based on participatory considerations;

(c) the structures of management or ownership of the organisation are (or will be, if and when it performs the contract) —

(i) based on employee ownership or participatory principles, or

(ii) require the active participation of employees, users or stakeholders; and

(d) the organisation has not been awarded, pursuant to this regulation, a contract for the services concerned by the contracting authority concerned within the past 3 years.

(4) The maximum duration of a contract awarded under this regulation shall not be longer than 3 years.

(5) Where a contracting authority exercises the power of reservation conferred by paragraph (1), the call for competition shall make reference to Article 77 of the Public Contracts Directive.

(6) This regulation does not apply in relation to the procurement of health care services for the purposes of the NHS within the meaning and scope of the National Health Service (Procurement, Patient Choice and Competition) (No. 2) Regulations 2013.

APPENDIX E

Useful Websites

National Procurement Service:

<http://nps.gov.wales>

Sell2Wales:

<http://www.sell2wales.gov.uk>

Value Wales:

<http://gov.wales/topics/improvingservices/bettervm/>

Public Contract Regulations 2015:

<http://www.legislation.gov.uk/uksi/2015/102/contents/made>

EU Procurement Directive:

http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:OJ.L_.2014.094.01.0065.01.ENG

European Commission Guidance:

<http://gov.wales/funding/eu-funds/2014-2020/looking/procurement/?lang=en>

Community Benefits:

<http://prp.gov.wales/planners/general/strategy/procstrat/communitybenefits/>



CABINET

Date of Meeting	Tuesday 20 September 2016
Report Subject	Capital Programme Monitoring 2016/17 (Month 4)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Report Type	Operational

EXECUTIVE SUMMARY

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

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

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

Offset by:-

- Other Aggregate Decreases (£0.048m).

Actual spend to Month 4 is £17.768m.

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

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

RECOMMENDATIONS

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

REPORT DETAILS

1.00	EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION FOR MONTH 4 - 2016/17																																																																																																																						
	Background																																																																																																																						
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 th 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.																																																																																																																						
	Changes since Budget approval																																																																																																																						
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:-																																																																																																																						
	Table 1																																																																																																																						
	<table border="1"> <thead> <tr> <th rowspan="3">REVISED PROGRAMME</th> <th rowspan="3">Original Budget 2016/17 £m</th> <th rowspan="3">Rollover from 2015/16 £m</th> <th colspan="3">2016/17 Previously Reported</th> <th rowspan="3">Changes - This Period £m</th> <th rowspan="3">Revised Budget 2016/17 £m</th> </tr> <tr> <th>Changes</th> <th>Rollover to 2017/18</th> <th>Savings</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Chief Executives</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>0.250</td> <td>0.143</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.393</td> </tr> <tr> <td>Governance</td> <td>0</td> <td>0.249</td> <td>0</td> <td>0</td> <td>0</td> <td>0.590</td> <td>0.839</td> </tr> <tr> <td>Education & Youth</td> <td>13.887</td> <td>1.044</td> <td>0</td> <td>0</td> <td>0</td> <td>(0)</td> <td>14.931</td> </tr> <tr> <td>Social Care</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.000</td> </tr> <tr> <td>Community & Enterprise</td> <td>3.681</td> <td>0.634</td> <td>0</td> <td>0</td> <td>0</td> <td>0.034</td> <td>4.349</td> </tr> <tr> <td>Planning & Environment</td> <td>0.175</td> <td>0.905</td> <td>0</td> <td>0</td> <td>0</td> <td>0.250</td> <td>1.330</td> </tr> <tr> <td>Transport & Streetscene</td> <td>2.050</td> <td>0.738</td> <td>0</td> <td>0</td> <td>0</td> <td>2.824</td> <td>5.612</td> </tr> <tr> <td>Organisational Change 1</td> <td>0</td> <td>0.026</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.026</td> </tr> <tr> <td>Organisational Change 2</td> <td>1.100</td> <td>0.953</td> <td>0</td> <td>0</td> <td>0</td> <td>0.070</td> <td>2.123</td> </tr> <tr> <td>Council Fund Total</td> <td>21.143</td> <td>4.692</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>3.768</td> <td>29.603</td> </tr> <tr> <td>Housing Revenue Account Total</td> <td>25.933</td> <td>1.500</td> <td>0</td> <td>0</td> <td>0</td> <td>2.095</td> <td>29.528</td> </tr> <tr> <td>Programme Total</td> <td>47.076</td> <td>6.192</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>5.863</td> <td>59.131</td> </tr> </tbody> </table>	REVISED PROGRAMME	Original Budget 2016/17 £m	Rollover from 2015/16 £m	2016/17 Previously Reported			Changes - This Period £m	Revised Budget 2016/17 £m	Changes	Rollover to 2017/18	Savings	£m	£m	£m	Chief Executives	0	0	0	0	0	0	0.000	People & Resources	0.250	0.143	0	0	0	0	0.393	Governance	0	0.249	0	0	0	0.590	0.839	Education & Youth	13.887	1.044	0	0	0	(0)	14.931	Social Care	0	0	0	0	0	0	0.000	Community & Enterprise	3.681	0.634	0	0	0	0.034	4.349	Planning & Environment	0.175	0.905	0	0	0	0.250	1.330	Transport & Streetscene	2.050	0.738	0	0	0	2.824	5.612	Organisational Change 1	0	0.026	0	0	0	0	0.026	Organisational Change 2	1.100	0.953	0	0	0	0.070	2.123	Council Fund Total	21.143	4.692	0.000	0.000	0.000	3.768	29.603	Housing Revenue Account Total	25.933	1.500	0	0	0	2.095	29.528	Programme Total	47.076	6.192	0.000	0.000	0.000	5.863	59.131
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1.04	<p>Rollover from 2015/16</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>Changes during this period</p> <p>Changes during this period have resulted in a net increase in the programme total of £5.863m (CF (£3.768m, HRA £2.095m). A summary of the changes, showing major items, is in Table 2 below:-</p> <p>Table 2</p> <table border="1" data-bbox="304 600 1377 1704"> <thead> <tr> <th colspan="2" data-bbox="320 607 1361 685">CHANGES DURING THIS PERIOD</th> </tr> <tr> <th data-bbox="320 689 1209 734"></th> <th data-bbox="1209 689 1361 734">£m</th> </tr> </thead> <tbody> <tr> <td colspan="2" data-bbox="320 734 1361 768"><u>COUNCIL FUND</u></td> </tr> <tr> <td colspan="2" data-bbox="320 779 1361 813">Increases</td> </tr> <tr> <td data-bbox="320 813 1209 846">Waste - CCP Grant</td> <td data-bbox="1209 813 1361 846">1.886</td> </tr> <tr> <td data-bbox="320 846 1209 880">Local Transport Grant - Various Highways Schemes</td> <td data-bbox="1209 846 1361 880">0.833</td> </tr> <tr> <td data-bbox="320 880 1209 913">Information Technology - Increased Data Storage</td> <td data-bbox="1209 880 1361 913">0.590</td> </tr> <tr> <td data-bbox="320 913 1209 947">Closed Landfill Sites - Remedial Works</td> <td data-bbox="1209 913 1361 947">0.250</td> </tr> <tr> <td data-bbox="320 947 1209 981">Waste Services - Recycling Equipment</td> <td data-bbox="1209 947 1361 981">0.100</td> </tr> <tr> <td data-bbox="320 981 1209 1014">Other Aggregate Increases</td> <td data-bbox="1209 981 1361 1014">0.157</td> </tr> <tr> <td data-bbox="320 1014 1209 1048"></td> <td data-bbox="1209 1014 1361 1048">3.816</td> </tr> <tr> <td colspan="2" data-bbox="320 1048 1361 1081">Decreases</td> </tr> <tr> <td data-bbox="320 1081 1209 1115">Other Aggregate Decreases</td> <td data-bbox="1209 1081 1361 1115">(0.048)</td> </tr> <tr> <td data-bbox="320 1115 1209 1149"></td> <td data-bbox="1209 1115 1361 1149">(0.048)</td> </tr> <tr> <td data-bbox="320 1149 1209 1182">Total</td> <td data-bbox="1209 1149 1361 1182">3.768</td> </tr> <tr> <td colspan="2" data-bbox="320 1182 1361 1216"><u>HRA</u></td> </tr> <tr> <td colspan="2" data-bbox="320 1227 1361 1261">Increases</td> </tr> <tr> <td data-bbox="320 1261 1209 1294">Increased SHARP Programme - Connahs Quay, Leeswood & Mold</td> <td data-bbox="1209 1261 1361 1294">2.095</td> </tr> <tr> <td data-bbox="320 1294 1209 1328">Other Aggregate Increases</td> <td data-bbox="1209 1294 1361 1328">0.000</td> </tr> <tr> <td data-bbox="320 1328 1209 1361"></td> <td data-bbox="1209 1328 1361 1361">2.095</td> </tr> <tr> <td colspan="2" data-bbox="320 1361 1361 1395">Decreases</td> </tr> <tr> <td data-bbox="320 1395 1209 1429">Other Aggregate Decreases</td> <td data-bbox="1209 1395 1361 1429">0.000</td> </tr> <tr> <td data-bbox="320 1429 1209 1462"></td> <td data-bbox="1209 1429 1361 1462">0.000</td> </tr> <tr> <td data-bbox="320 1462 1209 1496">Total</td> <td data-bbox="1209 1462 1361 1496">2.095</td> </tr> </tbody> </table>	CHANGES DURING THIS PERIOD			£m	<u>COUNCIL FUND</u>		Increases		Waste - CCP Grant	1.886	Local Transport Grant - Various Highways Schemes	0.833	Information Technology - Increased Data Storage	0.590	Closed Landfill Sites - Remedial Works	0.250	Waste Services - Recycling Equipment	0.100	Other Aggregate Increases	0.157		3.816	Decreases		Other Aggregate Decreases	(0.048)		(0.048)	Total	3.768	<u>HRA</u>		Increases		Increased SHARP Programme - Connahs Quay, Leeswood & Mold	2.095	Other Aggregate Increases	0.000		2.095	Decreases		Other Aggregate Decreases	0.000		0.000	Total	2.095
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1.09	<p>Capital Expenditure compared to Budget</p> <p>Actual expenditure as at Month 4 (end of July 2016) across the whole of the capital programme is £17.768m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 29.57% of the budget has been spent (CF 35.50%, HRA 23.80%). Corresponding figures for Month 4 2015/16 were 15.42% (CF 17.95%, HRA 10.05%).</p>																																																																																																																													
1.10	<p>The table also shows the current projected outturn of £59.116m. This indicates a projected underspend (pending adjustments) of £0.015m on the Council Fund and a breakeven position on the HRA.</p> <p>Table 3</p> <table border="1"> <thead> <tr> <th rowspan="2">EXPENDITURE</th> <th>Revised Budget</th> <th>Cumulative Expenditure Month 4</th> <th>Percentage Spend v Budget</th> <th>Projected Outturn</th> <th>Variance Budget v Outturn (Under)/Over</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>%</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Chief Executives</td> <td>0</td> <td>(0.004)</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>People & Resources</td> <td>0.393</td> <td>0</td> <td>0</td> <td>0.393</td> <td>0</td> </tr> <tr> <td>Governance</td> <td>0.839</td> <td>0.010</td> <td>1.18</td> <td>0.839</td> <td>0</td> </tr> <tr> <td>Education & Youth</td> <td>14.931</td> <td>5.647</td> <td>37.82</td> <td>14.919</td> <td>(0.012)</td> </tr> <tr> <td>Social Care</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>Community & Enterprise</td> <td>4.349</td> <td>2.498</td> <td>57.45</td> <td>4.349</td> <td>0</td> </tr> <tr> <td>Planning & Environment</td> <td>1.330</td> <td>0.090</td> <td>6.76</td> <td>1.294</td> <td>(0.036)</td> </tr> <tr> <td>Transport & Streetscene</td> <td>5.612</td> <td>2.012</td> <td>35.85</td> <td>5.602</td> <td>(0.010)</td> </tr> <tr> <td>Organisational Change 1</td> <td>0.026</td> <td>0.065</td> <td>248.62</td> <td>0.069</td> <td>0.043</td> </tr> <tr> <td>Organisational Change 2</td> <td>2.123</td> <td>0.192</td> <td>9.05</td> <td>2.123</td> <td>0</td> </tr> <tr> <td>Council Fund Total</td> <td>29.603</td> <td>10.510</td> <td>35.50</td> <td>29.588</td> <td>(0.015)</td> </tr> <tr> <td>Disabled Adaptations</td> <td>1.030</td> <td>0.222</td> <td>21.56</td> <td>1.030</td> <td>0</td> </tr> <tr> <td>Energy Schemes</td> <td>0.800</td> <td>0.881</td> <td>110.08</td> <td>0.800</td> <td>0</td> </tr> <tr> <td>Major Works</td> <td>1.650</td> <td>0.694</td> <td>42.09</td> <td>1.650</td> <td>0</td> </tr> <tr> <td>Accelerated Programmes</td> <td>0.450</td> <td>0.311</td> <td>69.12</td> <td>0.450</td> <td>0</td> </tr> <tr> <td>WHQS Improvements</td> <td>18.740</td> <td>4.206</td> <td>22.44</td> <td>18.740</td> <td>0</td> </tr> <tr> <td>SHARP Programme</td> <td>6.858</td> <td>0.943</td> <td>13.75</td> <td>6.858</td> <td>0</td> </tr> <tr> <td>Housing Revenue Account Total</td> <td>29.528</td> <td>7.257</td> <td>24.58</td> <td>29.528</td> <td>0.000</td> </tr> <tr> <td>Programme Total</td> <td>59.131</td> <td>17.768</td> <td>30.05</td> <td>59.116</td> <td>(0.015)</td> </tr> </tbody> </table>	EXPENDITURE	Revised Budget	Cumulative Expenditure Month 4	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over	£m	£m	%	£m	£m	Chief Executives	0	(0.004)	0	0	0	People & Resources	0.393	0	0	0.393	0	Governance	0.839	0.010	1.18	0.839	0	Education & Youth	14.931	5.647	37.82	14.919	(0.012)	Social Care	0	0	0	0	0	Community & Enterprise	4.349	2.498	57.45	4.349	0	Planning & Environment	1.330	0.090	6.76	1.294	(0.036)	Transport & Streetscene	5.612	2.012	35.85	5.602	(0.010)	Organisational Change 1	0.026	0.065	248.62	0.069	0.043	Organisational Change 2	2.123	0.192	9.05	2.123	0	Council Fund Total	29.603	10.510	35.50	29.588	(0.015)	Disabled Adaptations	1.030	0.222	21.56	1.030	0	Energy Schemes	0.800	0.881	110.08	0.800	0	Major Works	1.650	0.694	42.09	1.650	0	Accelerated Programmes	0.450	0.311	69.12	0.450	0	WHQS Improvements	18.740	4.206	22.44	18.740	0	SHARP Programme	6.858	0.943	13.75	6.858	0	Housing Revenue Account Total	29.528	7.257	24.58	29.528	0.000	Programme Total	59.131	17.768	30.05	59.116	(0.015)
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1.11	Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required,																																																																																																																													

where those variances exceed +/- 10% of the revised budget. In addition, where Early Identified Rollover (EIR) into 2017/18 has been identified, this is also included in the narrative.

Rollover into 2017/18

1.12 As at Month 4 EIR of £0.067m (CF £0.067m) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works and/or retention payments in 2017/18.

1.13 Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-

Table 4

ROLLOVER INTO 2017/18	Month 4 £m	Total £m
Education & Youth	0.012	0.012
Transport & Streetscene	0.055	0.055
Council Fund	0.067	0.067
Housing Revenue Account	0.000	0.000
TOTAL	0.067	0.067

Pressures

1.14 3 additional pressures totalling £0.910m have been approved since the budget was set. Additional IT data storage (£0.590m) and remedial works at closed landfill sites (£0.250m) were approved by Cabinet as part of the Capital Programme 2015/16 (Outturn) Report on 19th July, 2016 whilst a further £0.070m for target hardening works was approved under delegated powers.

1.15 In addition to the above, as at Month 4 a pressure totalling £0.045m has been identified within the Transport & Streetscene portfolio. This relates to cost pressures at Queensferry roundabout improvement works. Unforeseen design changes have had to be accommodated during construction.

Savings

1.16 As at Month 4 no savings have been identified in the programme.

Financing

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

Table 5

FINANCING RESOURCES	General Financing ¹	Specific Financing ²	Total Financing
	£m	£m	£m
Latest Monitoring			
Council Fund	6.838	21.803	28.641
Housing Revenue Account	5.000	25.490	30.490
Total Financing Resources	11.838	47.293	59.131

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

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

Funding of 2016/17 Approved Schemes

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

Table 6

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

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

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

2.00	RESOURCE IMPLICATIONS
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.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No consultation is required as a direct result of this report.

4.00	RISK MANAGEMENT
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.

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

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Capital Programme monitoring papers 2016/17.</p> <p>Contact Officer: Andrew Elford Accountant</p> <p>Telephone: 01352 702291</p> <p>E-Mail: andrew.elford@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
7.01	<p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>CERA: Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.</p> <p>Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.</p> <p>Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p>MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.</p> <p>Rollover: Rollover occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is 'rolled over' to meet the delayed expenditure.</p>

CAPITAL PROGRAMME - CHANGES DURING 2015/16

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

CAPITAL PROGRAMME - CHANGES DURING 2015/16

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

CHIEF EXECUTIVES

Capital Budget Monitoring 2016/17 - Month 4

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

PEOPLE & RESOURCES

Capital Budget Monitoring 2016/17 - Month 4

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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	0.250	0	0.250	0	0	0			Corporate provision - to be allocated as requested and approved
Total	0.393	0.000	0.393	0.000	0	0.000			

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2016/17 - Month 4

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

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2016/17 - Month 4

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

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2016/17 - Month 4

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

Variance = Budget v Projected Outturn

COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2016/17 - Month 4

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

Variance = Budget v Projected Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2016/17 - Month 4

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

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2016/17 - Month 4

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

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2016/17 - Month 4

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

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2016/17 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	1.123	0.192	1.123	0	0	0			Full spend anticipated
Community Asset Transfers	1.000	0.000	1.000	0.000	0	0			Expenditure is incurred as and when schemes are signed off. Any unspent allocation will be the subject of a rollover request at outturn
Total	2.123	0.192	2.123	0.000	0	0.000			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2016/17 - Month 4

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

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2016/17 - Month 4

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

Variance = Budget v Projected Outturn

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CABINET MEETING

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

EXECUTIVE SUMMARY

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

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

Council Fund

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

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

Housing Revenue Account

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

RECOMMENDATIONS

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

REPORT DETAILS

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

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

	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend
		£M	£M	£M	£M
	Social Services	58.534	60.191	60.127	(0.064)
	Community & Enterprise	12.035	12.336	11.985	(0.351)
	Streetscene & Transportation	27.011	28.458	29.798	1.340
	Planning & Environment	4.978	5.469	5.529	0.060
	Education & Youth	11.225	11.459	11.520	0.061
	Schools	86.162	87.372	87.372	0.000
	People & Resources	4.319	4.570	4.600	0.031
	Governance	8.159	8.352	8.409	0.057
	Organisational Change 1	5.560	5.972	6.164	0.193
	Organisational Change 2	2.244	2.575	2.472	(0.103)
	Chief Executive	3.204	3.191	3.123	(0.068)
	Central & Corporate Finance	28.552	22.039	22.964	0.925
	Total	251.984	251.984	254.065	2.081
1.11	The reasons for the projected variances are summarised within Appendix 1 with key variances explained in paragraphs 1.01 to 1.07 and in the following paragraphs.				
1.12	<p>Significant Budget Movements between Original and Revised Budget</p> <p>Changes from the Original Budget to the Revised Budget are mostly due to the distribution workforce increment, pay award, superannuation increases and employer national insurance increases, which were centrally held within the Central & Corporate Finance budget when the 2016/17 budget was set.</p>				
1.13	<p>Streetscene and Transportation</p> <p>There is a significant variance within the portfolio of £1.340M with the major changes explained above. Full details of all variances are given in Appendix 1.</p>				
1.14	<p>Central & Corporate Finance</p> <p>There is a significant variance within the portfolio of Central and Corporate Finance of £0.925M. Full details of all variances are given in Appendix 1.</p>				

1.15	<p>Programme of Efficiencies</p> <p>The 2016/17 budget contains £11.282M of specific efficiencies which are being tracked and monitored.</p>
1.16	<p>Appendix 2 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.</p>
1.17	<p>This shows that it is currently projected that £9.703M (86%) will be achieved resulting in a net underachievement of £1.579M. The position will continue to be monitored and reported in future monitoring reports.</p>
1.18	<p>Inflation</p> <p>Included within the 2016/17 budget are provision for pay (£0.936M), targeted price inflation (£0.573M) and income (£0.185M).</p>
1.19	<p>No provision has been made for non-standard inflation (NSI) in 2016/17. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports.</p>
	<p>Reserves and Balances</p>
1.20	<p>Un-earmarked Reserves</p> <p>The 2015/16 outturn reported to Cabinet on 19 July 2016 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769M) of £4.375M.</p>
1.21	<p>Taking into account the current overspend at Month 4 and previously agreed allocations the balance on the contingency reserve at 31 March 2017 is projected to be £2.107M.</p>
1.22	<p>This takes into account the allocation of £0.111M and £0.076M approved at month 2 for the respective costs of historic child abuse claims and Summer Play Schemes.</p>
1.23	<p>Earmarked Reserves</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>
1.24	<p>A summary of earmarked reserves as at 1 April 2016 and an estimate of projected balances as at the end of the financial year will be included in the month 5 report.</p>
1.25	<p><u>Housing Revenue Account</u></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 (subject to</p>

	audit).
1.26	The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.
1.27	The Month 4 monitoring for the HRA is projecting in year expenditure to be £0.013m lower than budget and a closing balance as at 31 March 2017 of £1.111m, which at 3.5% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	<p>Achievement of Planned In-Year Efficiencies</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 first assessment of the efficiency profile for 2016/17 shows that 86% of the efficiencies pre-set in the annual budget will be achieved. Whilst this is on average it does mean that there will be a shortfall to be met through mitigation of £1.579M. There is a risk that the shortfall cannot be mitigated other than drawing on temporary funding from the Contingency Reserve. There is a further risk that any ongoing underachievement of efficiencies will have a recurring and negative impact on the 2017/18 budget as an efficiency target deficit would in effect be carried forward. Risk status: unstable/amber risk.</p>
4.02	<p>In-Year Reductions in Government Specific Grants</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 reductions become known, this remains an open risk. Risk status: unstable/amber risk.</p>

4.03	<p>Cost Pressures in Residential and Domiciliary Care</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>Municipal Mutual Insurance (MMI)</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>Historic Child Abuse Settlements</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>Landfill Site Energy Income</p> <p>The Council derives an income from the sale of electricity produced from gas extraction at the Standard and Brookhill landfill sites. Energy production and therefore income levels have been reducing over time. There is potential for further loss of gas engine income through diminishing levels of gas. The service is being out sourced to remove the risk longer-term. Risk status: stable/amber risk.</p>
4.07	<p>Orphaned Industrial Site at Sandycroft</p> <p>The contract for the removal of all chemical deposits, site cleansing and</p>

	<p>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>Infrastructure for improvement works at Bagillt</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>

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

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

7.00	GLOSSARY OF TERMS
7.01	<p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p>
7.02	<p>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p>
7.03	<p>Financial Year: the period of twelve months commencing on 1 April.</p>
7.04	<p>Housing Revenue Account: the Housing Revenue Account (HRA) is a</p>

	local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.
7.11	Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

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

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Minor Variances	4.683	4.605	(0.077)	A number of minor variances to be reviewed as part of a budget realignment across the service.	
Development & Resources					
Business Systems & Financial Assessments	0.988	0.815	(0.153)	The projected underspend is mainly due to staff vacancy savings within the Financial Assessments, General Office and Business Systems teams and also some savings against IT software and hardware purchasing.	Continue to monitor and review.
Charging Policy income	(1.899)	(2.075)	(0.176)	The increase in income is due to recent changes in the treatment of certain disregards within service.	Continue to monitor and review.
Safeguarding Unit	0.792	0.876	0.084	The projected overspend is a combination of additional legal and medical costs associated with the Deprivation Of Liberty Safeguards (DOLS) assessments.	
Good Health	0.813	0.920	0.106	The projected overspend is due to a reduction in the budget for payments to Voluntary Organisations following a previous business planning efficiency.	
Minor Variances	0.725	0.718	(0.007)		
Total Social Services	60.191	60.128	(0.064)		
Community & Enterprise					
Customer And Housing Services	1.193	1.186	(0.007)	Minor variances.	Continue to monitor and review.
Council Fund Housing	(0.277)	(0.266)	0.011	Minor variances.	Continue to monitor and review.
Regeneration	0.416	0.472	0.056	Estimated shortfall of £0.056m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate.	Continue to monitor and review.
Revenues & Benefits	10.905	10.493	(0.412)	Projected underspend on the budgeted provision for the Council Tax Reduction Scheme of £0.224m. Early projections indicate an anticipated surplus on the Council Tax Collection Fund of £0.188m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change.
Housing Programmes	0.100	0.100	0.000	No variance.	
Total Community & Enterprise	12.336	11.985	(0.351)		
Streetscene & Transportation					
Ancillary Services & Performance					
Waste Collection	7.457	7.927	0.470	Variances relating to underachieved business planning efficiencies. Introduction of non generic role, £0.015m. Develop Energy Production at Landfill, £0.065m. Rationalise HRC Sites, £0.250m. Remove the existing policy of returning for missed waste bin collections, £0.040m. Adverse variance of £0.100m relating to reduced electricity sales from reducing levels of gas extraction between April and July at the Standard and Brookhill landfill sites.	Continual review to assess any recurrent impact for consideration in Medium Term Financial Strategy (MTFS) 2017/18 for HRC site rationalisation following change of approach and gas engine reducing income levels.
Parking & Enforcement	(0.115)	0.022	0.136	Shortfall from Business Planning proposals following delays in the implementation of car parking charges at Flint and lower than anticipated income from Connah's Quay, Shotton and Queensferry.	Keep under review as part of MTFS. The regeneration of Flint Town Centre is likely to mean that income will also be affected in 2017/18.
Other Minor Variances	0.700	0.697	(0.003)		
Highways Network					

**Budget Monitoring Report
Council Fund Variances**

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Highways Network	7.461	7.627	0.166	Variances relating to underachieved business planning efficiencies. Pass maintenance liability for Cemeteries to Town/Community Councils, £0.050m is part of ongoing discussions on all Community Asset Transfer's, Probation Service Litter Collection, £0.050m. delay in introduction of non generic role, £0.015m. Costs for the area teams due to Bagillt flooding event, £0.050m for emergency call outs and consequential maintenance and repairs.	Keep under review as part of MTF5.
Transportation & Logistics					
Logistics & Resource Services	4.524	4.636	0.112	Variances relating to underachieved business planning efficiencies. Shared specialist plant with neighbouring authority, £0.050m. Delays in externalising the stores managed service, £0.030m, and anticipated fuel saving from construction of waste handling facility, £0.020m.	Keep under review as part of MTF5.
School Transport	4.972	5.092	0.120	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation, £0.125m.	This is still an indicative figure based on previous contract prices and will be monitored monthly. Welsh Government (WG) have been consulted upon with regard to funding the additional costs. Consideration in MTF5 2017/18 if no WG funding is forthcoming
Transportation	1.928	2.269	0.341	Estimated additional subsidy costs following re-procurement for covering former GHA services following the company going into liquidation, £0.315m. This includes the costs of former commercial services routes.	This is still an indicative figure based on previous contract prices and will be monitored monthly. WG have been consulted upon with regard to funding the additional costs. Consideration in MTF5 2017/18 if no WG funding is forthcoming
Other Minor Variances	1.531	1.530	(0.002)		
Total Streetscene & Transportation	28.458	29.798	1.340		
Planning & Environment					
Business					
Minor Variances	1.621	1.637	0.016		Continue to monitor committed expenditure and reduce/remove commitments where possible
Community					
Pest Control	0.019	0.031	0.012	Potential Shortfall in the Self financing position	Monitor and adjust income projections as appropriate
Minor Variances	0.906	0.881	(0.024)		Continue to monitor committed expenditure and reduce/remove commitments where possible
Development					
Development Management	(0.335)	(0.281)	0.053	High Risk of possible shortfall from Planning Application fees increase reflected in Business Planning efficiencies.	Monitor and adjust income projections as appropriate
Minor Variances	0.192	0.165	(0.027)		Continue to monitor committed expenditure and reduce/remove commitments where possible
Access					
Minor Variances	1.349	1.328	(0.021)		Continue to monitor committed expenditure and reduce/remove commitments where possible
Shared Services					
Minor Variances	0.167	0.167	(0.000)		Continue to monitor committed expenditure and reduce/remove commitments where possible
Strategy					

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

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

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Community Assets	0.024	0.024	0.000		
Total Organisational Change 1	5.972	6.164	0.193		Continue to monitor and review.
Organisational Change 2					
Property Asset And Development	0.591	0.326	(0.265)	In Year Salary Savings of £0.260m awaiting as a result of the imminent service re-structure	Continued Monitoring & Review
Industrial Units	(1.264)	(1.076)	0.208	The overspend is due to an estimated shortfall in rental income from industrial units as a result of voids and reduced income from Deeside Power Station.	Continued Monitoring & Review
Minor Variances	3.269	3.223	(0.046)		
Total Organisational Change 2	2.575	2.472	(0.103)		
Chief Executive	3.191	3.123	(0.068)	The projected underspend is mainly due to vacancy savings within the Management & Admin Team and the Corporate Communications Team. There are also minor underspends against some supplies and services budgets.	The projected underspend is expected to be in year only.
Central and Corporate Finance	22.039	22.964	0.925	The overspend is due to:- Essential Car User efficiency underachievement of £0.211m in year due to delayed implementation. 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. Car Park income, the £0.100m efficiency from 2015/16 will now not be realised. Additional in year pressure £0.111m, due to Non Domestic Rates liability on commercial property. In year projected underspend on Audit Fees of (£0.088m) due to reduced rate. Other minor variances £0.013m.	Essential Car User - In year impact only. Workforce Efficiencies - Continue to identify further savings. Additional Income Generating Activities - Consultant appointed to work on Fees and Charges policy. Car Parking - Considered as part of review of MTFS. Non Domestic Rates liability - In year pressure only. Audit Fees reduced - Additional identified efficiency.
Grand Total	251.984	254.065	2.081		

2016/17 Efficiencies Outturn - Under or Over Achieved

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

Movements on Council Fund Unearmarked Reserves

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

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account					
Income	(31.699)	(31.850)	0.049		
Capital Financing - Loan Charges	7.285	7.309	0.024		
Estate Management	1.633	1.547	(0.086)	£0.086m relates to vacancy savings arising from the Housing Management Restructure.	Continue to monitor and review.
Landlord Service Costs	1.207	1.196	(0.011)		
Repairs & Maintenance	9.546	9.509	(0.037)		
Management & Support Services	2.232	2.279	0.048		
Capital Expenditure From Revenue (CERA)	10.077	10.077	0.000		
Contribution To / (From) Reserves	(0.080)	(0.080)	0.000		
Total Housing Revenue Account		(0.013)	(0.013)		



CABINET

Date of Meeting	Tuesday 20 September 2016
Report Subject	Treasury Management Annual Report 2015/16
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The report presents the draft Treasury Management Annual Report 2015/16 for recommendation for approval to Council.

RECOMMENDATIONS

1	Cabinet approves and recommends to Council the Annual Treasury Management Report for 2015/16.
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REPORT DETAILS

1.00	EXPLAINING THE ANNUAL REPORT
1.01	On 17 th February 2015, the Council approved the Treasury Management Investment Strategy 2015/16, following the recommendation of the Cabinet and consideration by the Audit Committee.
1.02	The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to Cabinet, and for execution and administration of treasury management decisions to the Corporate Finance Manager, who acts in accordance with the Council's Treasury Management Policy Statement, Strategy and Practices.
1.03	The Council has nominated Audit Committee to be responsible for ensuring effective scrutiny of Treasury Management Strategy and Policies.
	<u>CONSIDERATIONS</u>
1.04	The draft Annual Treasury Management Report 2015/16 is attached as Appendix 1. As required by the Council's Financial Procedure Rules, this Annual Report was reviewed by Audit Committee on 13 th July 2016 and will also be reported to Council on 26 th September 2016.
	Summary of Key Points
1.05	The UK bank base interest rate remained at its historic low of 0.5% throughout the year. This was reflected in the low level of interest that the Council was able to generate on its investments; the average interest rate for investments during the year was 0.51%. Section 2 of the annual report provides a review of the economy and interest rates, and Section 4 provides further details of the Council's investment activity during the year.
1.06	£79.2m of new borrowing was taken out in respect of the HRA Subsidy Reform. This is detailed in paragraph 3.04.
1.07	Debt rescheduling opportunities were considered by officers and the Council's Treasury Management advisors. However, the premium charged for repaying high interest rate debt or replacing it with debt at a lower interest rate was deemed too expensive and therefore made any debt rescheduling unattractive. Section 3 of the annual report provides more information on borrowing and debt management during the year.
1.08	The treasury function operated within the limits detailed in the Treasury Management Strategy 2015/16.

2.00	RESOURCE IMPLICATIONS
2.01	Financial implications are addressed in the report; no other resource implications directly as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Arlingclose Ltd, being the Council's treasury management advisors.

4.00	RISK MANAGEMENT
4.01	Risk Management directly addressed within the report and appendices including identification of risks and measures to mitigate likelihood and impact of risks identified.

5.00	APPENDICES
5.01	1. Draft Treasury Management Annual Report 2015/16

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Liz Thomas – Technical Finance Manager Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Authorised Limit: A statutory limit that sets the maximum level of external debt for the Council.</p> <p>Balances and Reserves: Accumulated sums that are held, either for specific future costs or commitments (known as earmarked) or generally held to meet unforeseen or emergency expenditure.</p> <p>Bank Rate: The official interest rate set by the Bank of England's Monetary Policy Committee and what is generally termed at the "base rate".</p> <p>Basis Point: A unit of measure used in finance to describe the percentage change in the value or rate of a financial instrument. One basis point is equivalent to 0.01% (1/100th of a percent). In most cases, it refers to changes in interest rates and bond yields. For example, if interest rates rise</p>

by 25 basis points, it means that rates have risen by 0.25% percentage points.

Bond: A certificate of debt issued by a company, government, or other institution. The bond holder receives interest at a rate stated at the time of issue of the bond. The price of a bond may vary during its life.

Capital Expenditure: Expenditure on the acquisition, creation or enhancement of capital assets.

Capital Financing Requirement (CFR): The Council's underlying need to borrow for capital purposes representing the cumulative capital expenditure of the local authority that has not been financed.

Certificates of Deposits (CD's): A savings certificate entitling the bearer to receive interest. A CD bears a maturity date, a specified fixed interest rate and can be issued in any denomination. CDs are generally issued by commercial banks. The term of a CD generally ranges from one month to five years.

Cost of Carry: The "cost of carry" is the difference between what is paid to borrow compared to the interest which could be earned. For example, if one takes out borrowing at 5% and invests the money at 1.5%, there is a cost of carry of 3.5%.

Consumer Price Index (CPI): The UK's main measure of inflation (along with Retail Price Index or 'RPI') The Monetary Policy Committee of the Bank of England set the Bank Rate in order to try and keep CPI at or close to the target set by the Government. The calculation of CPI includes many items of normal household expenditure but excludes some items such as mortgage interest payments and Council Tax.

Credit Rating: Formal opinion by a registered rating agency of a counterparty's future ability to meet its financial liabilities; these are opinions only and not guarantees.

Corporate Bonds: Corporate bonds are bonds issued by companies. The term is often used to cover all bonds other than those issued by governments in their own currencies and includes issues by companies, supranational organisations and government agencies.

Counterparty List: List of approved financial institutions with which the Council can place investments.

Debt Management Office (DMO): The DMO is an Executive Agency of Her Majesty's Treasury and provides direct access for local authorities into a government deposit facility known as the Debt Management Account Deposit Facility (DMADF). All deposits are guaranteed by HM Government and therefore have the equivalent of a sovereign credit rating.

Federal Reserve: The US central bank, the equivalent of the Bank of England. (Often referred to as "the Fed").

Financial Instruments: Financial instruments are tradable assets of any

kind. They can be cash, evidence of an ownership interest in an entity, or a contractual right to receive or deliver cash or another financial instrument

Gilts: Gilts are bonds issued by the UK Government. They take their name from 'gilt-edged'. They are deemed to be very secure as the investor expects to receive the full face value of the bond to be repaid on maturity.

LIBID: The London Interbank Bid Rate (LIBID) is the rate bid by banks on Eurocurrency deposits (i.e. the rate at which a bank is willing to borrow from other banks).

LIBOR: The London Interbank Offered Rate (LIBOR) is the rate of interest that banks charge to lend money to each other. The British Bankers' Association (BBA) work with a small group of large banks to set the LIBOR rate each day. The wholesale markets allow banks who need money to borrow from those with surplus amounts. The banks with surplus amounts of money are keen to lend so that they can generate interest which it would not otherwise receive.

LOBO: Stands for Lender Option Borrower Option. The underlying loan facility is typically very long-term - for example 40 to 60 years - and the interest rate is fixed. However, in the LOBO facility the lender has the option to call on the facilities at pre-determined future dates. On these call dates, the lender can propose or impose a new fixed rate for the remaining term of the facility and the borrower has the 'option' to either accept the new imposed fixed rate or repay the loan facility.

IFRS: International Financial Reporting Standards.

Maturity: The date when an investment or borrowing is repaid.

Maturity Structure / Profile: A table or graph showing the amount (or percentage) of debt or investments maturing over a time period.

Monetary Policy Committee (MPC): Government Body that sets the Bank Rate. Its primary target is to keep inflation within 1% of a central target of 2%. Its secondary target is to support the Government in maintaining high and stable levels of growth and employment.

Money Market Funds (MMF): Pooled funds which invest in a range of short term assets providing high credit quality and high liquidity.

Minimum Revenue Provision (MRP): An annual provision that the Council is statutorily required to set aside and charge to the Revenue Account for the repayment of debt associated with expenditure incurred on capital assets.

Non Specified Investment: Investments which fall outside the WG Guidance for Specified investments (below).

Operational Boundary: This linked directly to the Council's estimates of the CFR and estimates of other day to day cash flow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely prudent but not worst case scenario but without the additional

headroom included within the Authorised Limit.

Premiums and Discounts: In the context of local authority borrowing,
(a) the premium is the penalty arising when a loan is redeemed prior to its maturity date and
(b) the discount is the gain arising when a loan is redeemed prior to its maturity date.

Prudential Code: Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice.

Prudential Indicators: Indicators determined by the local authority to define its capital expenditure and asset management framework. They are designed to support and record local decision making in a manner that is publicly accountable; they are not intended to be comparative performance indicators

Public Works Loans Board (PWLB): The PWLB is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. The PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Quantitative Easing (QE): In relation to the UK, it is the process used by the Bank of England to directly increase the quantity of money in the economy. It does not involve printing more banknotes. Instead, the Bank buys assets from private sector institutions – that could be insurance companies, pension funds, banks or non-financial firms – and credits the seller's bank account. So the seller has more money in their bank account, while their bank holds a corresponding claim against the Bank of England (known as reserves). The end result is more money out in the wider economy.

Revenue Expenditure: Expenditure to meet the continuing cost of delivery of services including salaries and wages, the purchase of materials and capital financing charges.

Retail Price Index (RPI): A monthly index demonstrating the movement in the cost of living as it tracks the prices of goods and services including mortgage interest and rent.

Term Deposits: Deposits of cash with terms attached relating to maturity and rate of return (Interest).

Specified Investments: Term used in the Welsh Assembly Guidance for Local Authority Investments. Investments that offer high security and high liquidity, in sterling and for no more than one year. UK government, local authorities and bodies that have a high credit rating.

Supported Borrowing: Borrowing for which the costs are supported by the government or third party.

Supranational Bonds: Instruments issued by supranational organisations created by governments through international treaties (often called multilateral development banks). The bonds carry an AAA rating in their own right. Examples of supranational organisations are the European Investment Bank, the International Bank for Reconstruction and Development.

Treasury Bills (T-Bills): Treasury Bills are short term Government debt instruments and, just like temporary loans used by local authorities, are a means to manage cash flow. They are issued by the Debt Management Office and are an eligible sovereign instrument, meaning that they have an AAA-rating.

Treasury Management Code: CIPFA's Code of Practice for Treasury Management in the Public Services, initially brought in 2003, subsequently updated in 2009 and 2011.

Treasury Management Practices (TMP): Treasury Management Practices set out the manner in which the Council will seek to achieve its policies and objectives and prescribe how it will manage and control these activities.

Temporary Borrowing: Borrowing to cover peaks and troughs of cash flow, not to fund capital spending.

Unsupported Borrowing: Borrowing which is self-financed by the local authority. This is also sometimes referred to as Prudential Borrowing.

Yield: The measure of the return on an investment instrument.

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FLINTSHIRE COUNTY COUNCIL

TREASURY MANAGEMENT

ANNUAL REPORT 2015/16

1.00 INTRODUCTION

- 1.01 The Council approved the Treasury Management Strategy (Strategy) 2015/16 including key indicators, limits and an annual investment strategy on 17th February 2015.
- 1.02 The Strategy was produced based on the 2011 edition of the CIPFA Treasury Management in the Public Services: Code of Practice.
- 1.03 The purpose of this report is to review the outcomes from 2015/16 treasury management operations and compare with the Strategy.
- 1.04 Treasury management comprises the management of the local authority's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

2.00 ECONOMIC & INTEREST RATE REVIEW 2015/16

Provided by Arlingclose Ltd the Council's Treasury Management advisors.

Growth, Inflation, Employment: The UK economy slowed in 2015 with Gross domestic product (GDP) growth falling to 2.3% from a robust 3.0% the year before. Consumer price index (CPI) inflation hovered around 0.0% through 2015 with deflationary spells in April, September and October. The prolonged spell of low inflation was attributed to the continued collapse in the price of oil from \$67 a barrel in May 2015 to just under \$28 a barrel in January 2016, the appreciation of sterling since 2013 pushing down import prices and weaker than anticipated wage growth resulting in subdued unit labour costs. CPI picked up to 0.3% year/year in February, but this was still well below the Bank of England's 2% inflation target. The labour market continued to improve through 2015 and in Q1 2016, the latest figures (Jan 2016) showing the employment rate at 74.1% (the highest rate since comparable records began in 1971) and the unemployment rate at a 12 year low of 5.1%. Wage growth has however remained modest at around 2.2% excluding bonuses, but after a long period of negative real wage growth (i.e. after inflation) real earnings were positive and growing at their fastest rate in eight years, boosting consumers' spending power.

Global influences: The slowdown in the Chinese economy became the largest threat to the South East Asian region, particularly on economies with a large trade dependency on China and also to prospects for global growth as a whole. The effect of the Chinese authorities' intervention in their currency and equity markets was temporary and led to high market volatility as a consequence. There were falls in prices of equities and risky assets and a widening in corporate credit spreads. As the global economy entered 2016 there was high uncertainty about growth, the

outcome of the US presidential election and the consequences of June's referendum on whether the UK is to remain in the EU. Between February and March 2016 sterling had depreciated by around 3%, a significant proportion of the decline reflecting the uncertainty surrounding the referendum result.

UK Monetary Policy: The Bank of England's MPC (Monetary Policy Committee) made no change to policy, maintaining the Bank Rate at 0.5% (in March it entered its eighth year at 0.5%) and asset purchases (Quantitative Easing) at £375bn. In its *Inflation Reports* and monthly monetary policy meeting minutes, the Bank was at pains to stress and reiterate that when interest rates do begin to rise they were expected to do so more gradually and to a lower level than in recent cycles.

Improvement in household spending, business fixed investment, a strong housing sector and solid employment gains in the US allowed the Federal Reserve to raise rates in December 2015 for the first time in nine years to take the new Federal funds range to 0.25%-0.50%. Despite signalling four further rate hikes in 2016, the Fed chose not to increase rates further in Q1 and markets pared back expectations to no more than two further hikes this year.

However central bankers in the Eurozone, Switzerland, Sweden and Japan were forced to take policy rates into negative territory. The European Central Bank also announced a range of measures to inject sustained economic recovery and boost domestic inflation which included an increase in asset purchases (Quantitative Easing).

Market reaction: From June 2015 gilt yields were driven lower by the a weakening in Chinese growth, the knock-on effects of the fall in its stock market, the continuing fall in the price of oil and commodities and acceptance of diminishing effectiveness of central bankers' unconventional policy actions. Added to this was the heightened uncertainty surrounding the outcome of the UK referendum on its continued membership of the EU as well as the US presidential elections which culminated in a significant volatility and in equities and corporate bond yields.

10-year gilt yields moved from 1.58% on 31/03/2015 to a high of 2.19% in June before falling back and ending the financial year at 1.42%. The pattern for 20-year gilts was similar, the yield rose from 2.15% in March 2015 to a high of 2.71% in June before falling back to 2.14% in March 2016. The FTSE All Share Index fell 7.3% from 3664 to 3395 and the MSCI World Index fell 5.3% from 1741 to 1648 over the 12 months to 31 March 2016.

3.00 BORROWING REQUIREMENTS AND DEBT MANAGEMENT

3.01 PWLB (Public Works Loans Board) Certainty Rate

The Council again qualified for the PWLB Certainty Rate, allowing the authority to borrow at a reduction of 20 basis points on the Standard Rate.

3.02 Borrowing Activity in 2015/16.

The total long term borrowing outstanding, brought forward into 2015/16 totalled £172.1 million. Loans with the Public Works Loans Board were in the form of fixed rate (£143.2m) and variable rate (£10m). The remaining £18.95m was variable in the form of LOBO's (Lender's Option, Borrower's Option). The Council's average borrowing rate throughout the year was 5.02%.

	Balance 01/04/2015 £m	Debt Maturing £m	New Debt £m	Balance 31/03/2016 £m
Capital Financing Requirement	190.4	7.7	97.6	280.3
Short Term Borrowing	0.00	0.00	0.00	0.00
Long Term Borrowing	172.1	0.00	79.2	251.3
TOTAL BORROWING	172.1	0.00	0.00	251.3
Other Long Term Liabilities	7.1	0.6	0.00	6.5
TOTAL EXTERNAL DEBT	179.1	0.6	0.00	257.8
Increase/(Decrease in Borrowing (£m))	-	-	79.2	

3.03 The Council's underlying need to borrow as measured by the Capital Financing Requirement (CFR) as at 31st March 2016 was £280.3m. The Council's total external debt was £257.8m.

3.04 **Welsh HRA Subsidy Reform**

The Housing (Wales) Act 2014 became law in Wales on 17th September 2014 and provided for the abolition of the Housing Revenue Account Subsidy (HRAS) system. The Authority was required to buy itself out of the previous arrangement by making 'settlement payments' to the Welsh Government. In return the Authority will be able to keep all future rental revenues generated from the housing stock. A cap has been set by the Welsh Government for how much the Authority can continue to borrow for the HRA in the future. The Authority was required to enter

into a Voluntary Agreement with Welsh Ministers under section 80B of the Local Government and Housing Act 1989. This Agreement set out all the terms and conditions of settlement.

The Authority was required to make an application for loans totalling £79.2m on the morning of 31st March 2015. As part of the settlement, the Authority was required to borrow for the full settlement amount from the PWLB at special Welsh HRA Subsidy Reform interest rates. These were set at a margin above PWLB Standard rates due to the methodology adopted by the Welsh Government and HM Treasury in determining the settlement amounts. The Authority was required to draw down loans that would deliver a minimum interest payment to the PWLB of £3.3m for each of the first five years following settlement. Receipt of funding from the PWLB took place on 2nd April 2015.

3.05 Loans at Variable Rates

The Council has £10m of PWLB variable rate loans, at an average rate of 0.66% which mitigate the impact of changes in variable rates on the Authority's overall treasury portfolio (the Authority's investments are deemed to be variable rate investments due to their short-term nature). This strategic exposure to variable interest rates will be regularly reviewed and, if appropriate, reduced by switching into fixed rate loans.

3.06 Internal Borrowing

Given the significant cuts to local government funding putting pressure on Council finances, the strategy followed was to minimise debt interest payments without compromising the longer-term stability of the portfolio. The differential between the cost of new longer-term debt and the return generated on the Council's temporary investment returns was significant at around 2.95%. The use of internal resources in lieu of borrowing was judged to be the most cost effective means of funding £18.4m of capital expenditure. This has, for the time being, lowered overall treasury risk by reducing both external debt and temporary investments. However, this position is not sustainable and the Council expects it will need to borrow for capital purposes from 2016/17 onwards.

3.07 Lender's Option Borrower's Option Loans (LOBOs)

The Authority holds £18.95m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate at set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS had options during the year, none of which were exercised by the lender.

3.08 Debt Rescheduling

The PWLB continued to operate a spread of approximately 1% between “premature repayment rate” and “new loan” rates so the premium charge for early repayment of PWLB debt remained relatively expensive for the loans in the Authority’s portfolio and therefore unattractive for debt rescheduling activity. No rescheduling activity was undertaken as a consequence. However, The Chief Finance Officer, along with the Council’s Treasury Management Advisors, keeps under review any opportunities which may arise for restructuring the Council’s debt in order to take advantage of potential savings as interest rates change and to enhance the balance of the long term portfolio (amend the maturity profile and/or the balance of volatility).

4.00 INVESTMENT ACTIVITY

4.01 The Welsh Government’s Investment Guidance gives priority to security and liquidity and the Authority’s aim is to achieve a yield commensurate with these principles.

4.02 Investment Activity in 2015/16

Summary of investments as at 31st March 2016.

Country	Total	<1 month	1 –12 months	>12 months
	£m	%	£m	£m
UK BANKS	5.0	3.0	2.0	
UK BUILDING SOCIETIES	8.0	7.0	1.0	
OVERSEAS	5.2	5.2		
MMF’s				
LOCAL AUTHORITIES	6.4	3.4	3.0	
DMO	8.0	8.0		
TOTAL	32.6	26.6	6.0	0.0
% OF PORTFOLIO		81.6%	18.4%	0.0%
TARGET 2015/16		35%	55%	10%

4.03 Security of capital remained the Council’s main investment objective. This was maintained by following the Council’s counterparty policy as set out in its Strategy for 2015/16. Investments during the year included:

- Deposits with the Debt Management Office
- Deposits with other Local Authorities
- Investments in AAA-rated Constant Net Asset Value Money Market Funds
- Call accounts and deposits with Banks and Building Societies
- Treasury Bills
- Certificates of Deposit

4.05 Credit Risk

The Authority assessed and monitored counterparty credit quality with reference to credit ratings; credit default swaps; GDP of the country in which the institution operates; the country's net debt as a percentage of GDP and share price. The minimum long-term counterparty credit rating determined by the Authority for the 2015/16 treasury strategy was A-/A-/A3 across rating agencies Fitch, S&P and Moody's.

4.06 Counterparty Update

The transposition of two European Union directives into UK legislation placed the burden of rescuing failing EU banks disproportionately onto unsecured institutional investors which include local authorities and pension funds. During the year, all three credit ratings agencies reviewed their ratings to reflect the loss of government support for most financial institutions and the potential for loss given default as a result of new bail-in regimes in many countries. Despite reductions in government support many institutions saw upgrades due to an improvement in their underlying strength and an assessment that the level of loss given default is low.

Fitch reviewed the credit ratings of multiple institutions in May. Most UK banks had their support rating revised from 1 (denoting an extremely high probability of support) to 5 (denoting external support cannot be relied upon). This resulted in the downgrade of the long-term ratings of Royal Bank of Scotland (RBS), Deutsche Bank, Bank Nederlandse Gemeeten and ING. JP Morgan Chase and the Lloyds Banking Group however both received one notch upgrades.

Moody's concluded its review in June and upgraded the long-term ratings of Close Brothers, Standard Chartered Bank, ING Bank, Goldman Sachs International, HSBC, RBS, Coventry Building Society, Leeds Building Society, Nationwide Building Society, Svenska Handelsbanken and Landesbank Hessen-Thuringen.

S&P reviewed UK and German banks in June, downgrading the long-term ratings of Barclays, RBS and Deutsche Bank. S&P also revised the outlook of the UK as a whole to negative from stable, citing concerns around the referendum on EU membership and its effect on the economy.

At the end of July 2015, Arlingclose advised an extension of recommended durations for unsecured investments in certain UK and European institutions following improvements in the global economic situation and the receding threat of another Eurozone crisis. A similar extension was advised for some non-European banks in September, with the Danish Danske Bank being added as a new recommended counterparty and certain non-rated UK building societies also being extended.

In December the Bank of England released the results of its latest stress tests on the seven largest UK banks and building societies which showed that the Royal Bank of Scotland and Standard Chartered Bank were the weakest performers. However, the regulator did not require either bank to submit revised capital plans, since both firms had already improved their ratios over the year.

In January 2016, Arlingclose supplemented its existing investment advice with a counterparty list of high quality bond issuers, including recommended cash and duration limits. As part of this, Bank Nederlandse Gemeeten was moved to the list of bond issuers from the unsecured bank lending list and assigned an increased recommended duration limit of 5 years. Interest rates are likely to stay low for longer making long-term bonds an increasingly attractive option. The Council did not make use of these long-term investment options during 2015/16.

The first quarter of 2016 was characterised by financial market volatility and a weakening outlook for global economic growth. In March 2016, following the publication of many banks' 2015 full-year results, Arlingclose advised the suspension of Deutsche Bank and Standard Chartered Bank from the counterparty list for unsecured investments. Both banks recorded large losses and despite improving capital adequacy this will call 2016 performance into question, especially if market volatility continues. Standard Chartered had seen various rating actions taken against it by the rating agencies and a rising CDS level throughout the year. Arlingclose will continue to monitor both banks.

The end of bank bail-outs, the introduction of bail-ins, and the preference being given to large numbers of depositors other than local authorities means that the risks of making unsecured deposits continues to be elevated relative to other investment options. The Authority therefore increased investments in diversified alternatives such as non-bank investments and pooled funds.

4.07 Liquidity

In keeping with the WG's Guidance on Investments, the Authority maintained a sufficient level of liquidity through the use of Money Market Funds and call accounts. The Authority uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed.

4.08 Yield

The UK Bank Rate was maintained at 0.5% through the year. Short term money market rates also remained at very low levels which continued to have a significant impact on investment income. The low rates of return on the Authority's short-dated money market investments reflect prevailing market conditions and the Authority's objective of optimising returns commensurate with the principles of security and liquidity.

Income earned on £2m of longer-dated investments made in 2015/16 at a rate of 1.05% provided some cushion against the low interest rate environment.

The Authority's budgeted investment income for the year had been estimated at £130k. The average cash balances were £61.7m during the period and interest earned was £277k, at an average interest rate of 0.51%.

5.00 COMPLIANCE

5.01 The Council can confirm that it has complied with its Prudential Indicators for 2015/16, which were approved on 17th February 2015 as part of the Council's Treasury Management Strategy.

5.02 In compliance with the requirements of the CIPFA Code of Practice this report provides members with a summary report of the treasury management activity during 2015/16. None of the Prudential Indicators have been breached and a prudent approach has been taken in relation to investment activity with priority being given to security and liquidity over yield.

5.03 The treasury function operated within the limits detailed in the Treasury Management Policy and Strategy Statement 2015/16.

6.00 OTHER ITEMS

6.01 The following were the main treasury activities during 2015/16:

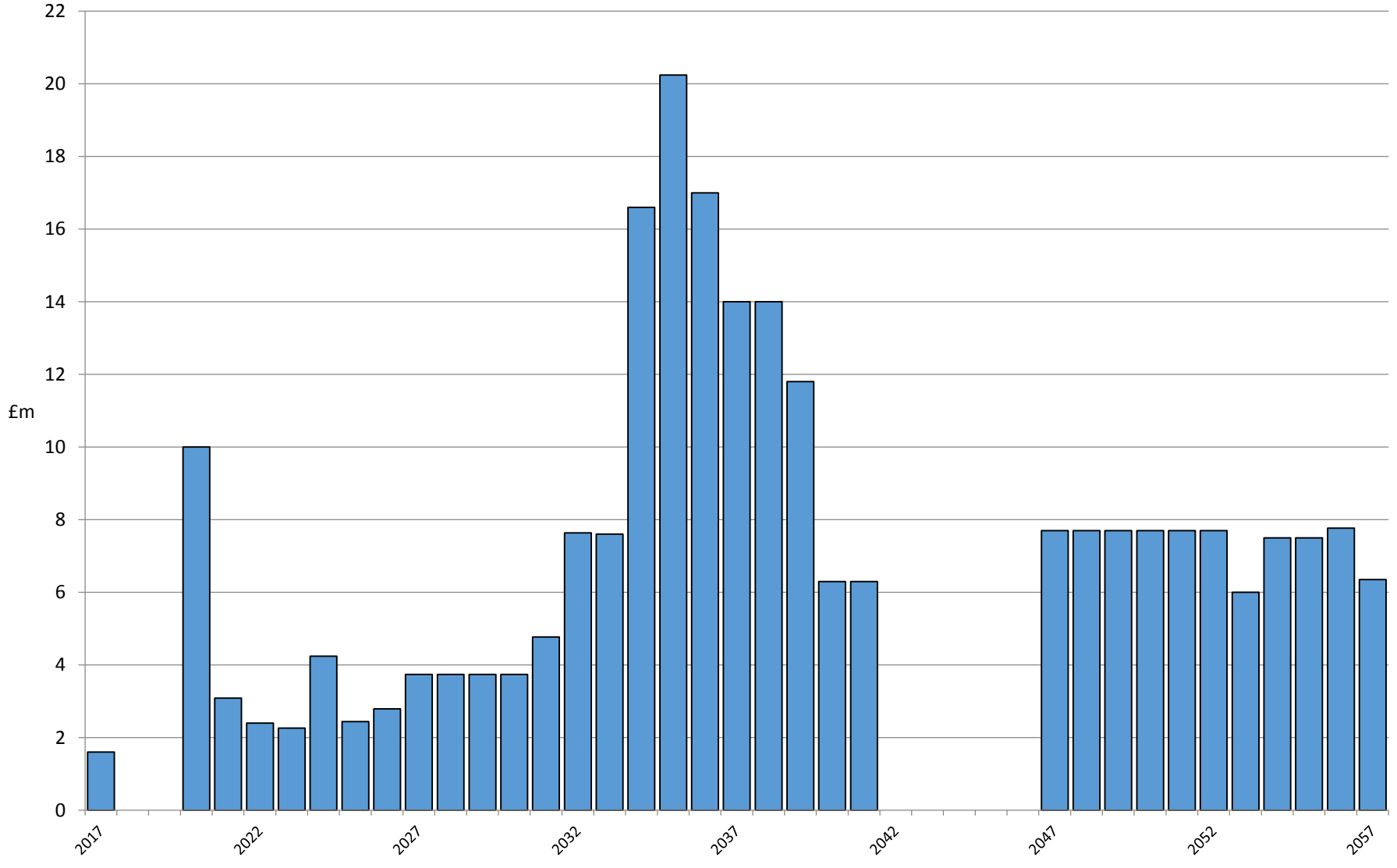
- The Council received a Mid-Year Report on 16th February 2016.
- Quarterly update reports were presented to the Audit Committee.
- All Members were invited to a training session undertaken by Arlingclose Ltd on 26th January 2016, which was hosted by Audit Committee.
- The 2016/17 Investment Strategy Statement was approved by Council on 16th February 2016.
- The Council continues to be an active member of the CIPFA Treasury Management Network.
- The Council's cash flow was managed on a daily basis. During the year the Authority acted both as a borrower and as a lender and was a net borrower over the year in question. The maximum investments the Authority had on deposit at any one time was £67.1m and the maximum long-term borrowing at any one time was £251.3m.

7.00 CONCLUSION

7.01 The treasury management function has operated within the statutory and local limits detailed in the 2015/16 Treasury Management Strategy.

7.02 The Policy was implemented in a pro-active manner with security and liquidity as the focus.

Debt Maturity Profile - June 2016





CABINET

Date of Meeting	Tuesday 20 th September 2016
Report Subject	Appointment of Council Members as Directors, NEW Homes
Cabinet Member	Cabinet Member for Housing
Report Author	Company Secretary - NEW Homes
Type of Report	Operational

EXECUTIVE SUMMARY

To update Members and seek approval for the appointment of 3 County Councillors as Directors of North East Wales Homes Limited.

RECOMMENDATIONS

- | | |
|-----|---|
| (1) | Cabinet approves the appointment of Cllr Glyn Banks, Cllr Hilary McGuill and Cllr Nigel Steele Mortimer as Directors of North East Wales Homes Limited. |
|-----|---|

REPORT DETAILS

1.00	EXPLAINING THE PROPOSED APPOINTMENT OF THE DIRECTORS
1.01	<p>The company was incorporated on 3 April 2014. Under the rules of the company, namely the Articles of Association, the board of directors shall consist of up to 9 directors in total. This can be made up to 5 councillors, 1 council officer and up to 3 other directors who are independent of the council. Both Cllr Bernie Attridge, who is the Chair of the Board, and Cllr Tony Sharps have been in post as directors of the company from the outset.</p> <p>Katie Clubb has been appointed as the council's officer director. Following an advert and interview process Jan Lycett and Paul Humphreys were appointed as independent directors. One has significant housing management, service transformation and change experience and the other senior level housing development experience.</p>
1.02	<p>Since its inception, the company has grown and developed its original business over the last two years and following an extensive review of the Business plan, agreed by its board and the council's cabinet earlier this year, the company has now made arrangements to develop and purchase homes for rent and purchase. Following a review of board member skills, it was felt that the board needed to strengthen its skills in respect of finance generally, as well as development finance in the context of housing.</p>
1.03	<p>As a result, following prior council approval and recruitment process an additional independent director, Paul McGrady was appointed to the board. Paul McGrady has a wealth of experience in the control of finance as well as development finance and is currently a finance director of a housing association.</p>
1.04	<p>Following the resignation of 2 councillors citing their membership of the council's Planning Committee as a conflict of interest, and the subsequent resignation of another councillor for personal reasons, there are now 3 councillor board vacancies. It is important that the company maintains constructive comprehensive political input in moving forward.</p>
1.05	<p>Nominations from Councillors were sought and received and it was agreed that to ensure the greatest levels of propriety, that members on the Planning Committee and/or Scrutiny Committee would not be considered. Nominations were received by Cllr Glyn Banks, Cllr Hillary McGuill and Cllr Nigel Steele Mortimer. None of these councillors are members of any of these Committees.</p>
1.06	<p>The Cabinet is therefore asked to agree that Cllr Glyn Banks, Cllr Hillary McGuill and Cllr Nigel Steele Mortimer can be appointed as directors of NEW Homes subject to formal appointment by NEW Homes directors at a subsequent board meeting.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no direct resource implications for the council arising from this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Following Cabinet approval, the NEW Homes board should formally appoint the proposed 3 directors at the next board meeting.
4.00	RISK MANAGEMENT
4.01	NEW Homes has a robust approach to risk management and the proposed additional board members appointment ensures continual political harmony.
5.00	APPENDICES
5.01	None.
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer : Tim Dillon (Company Secretary – NEW Homes) Telephone: 01352 702354 E-mail: tim.dillon@flintshire.gov.uk
7.00	GLOSSARY OF TERMS
7.01	NEW Homes - the councils wholly owned company North East Wales Homes Limited.

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CABINET

Date of Meeting	Tuesday 20 th September 2016
Report Subject	Business Rates - Write Off above £25,000
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Officer (Community & Enterprise)
Type of Report	Operational

EXECUTIVE SUMMARY

For bad debts in excess of £25,000, Financial Procedure Rules (section 5.2) requires Cabinet to approve the write off.

Richmond Investment Properties Ltd were liable for business rates at the Bryn Awel Hotel, Denbigh Road, Mold for the period between 25th July 2012 and 8th July 2014. Despite litigation action being taken by the Council to recover business rate liabilities amounting to £25,881.51, the debt remains outstanding and is now considered to be irrecoverable on the basis that all recovery options have been exhausted.

Richmond Investments Properties Ltd are no longer trading and the company has now been 'struck off' the register of companies at Companies House.

RECOMMENDATIONS

1	Approve the write off of the business rate debt for Richmond Investment Properties Ltd amounting to £25,881.51.
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REPORT DETAILS

1.00	EXPLAINING THE BUSINESS RATES – WRITE OFF ABOVE £25,000
1.01	Richmond Investment Properties Ltd held a commercial tenancy agreement for the Bryn Awel Hotel, Denbigh Road, Mold from 25 th July 2012 to 8 th July 2014 and were liable to pay full business rates as they were occupying the property.
1.02	The company had a poor track record of meeting their payment obligations to pay business rates. They did not engage with the business rates section and the Council needed to take action through the Magistrates Court on two occasions in an attempt to secure payment of unpaid business rates. Liability Orders were successfully secured at Mold Magistrates Court on 1 st April 2014 and 5 th August 2014.
1.03	Despite securing court orders to enforce payment, the Registered Directors of Richmond Investment Properties Ltd continued in their failure to pay or enter into any payment arrangements with the Council. Court Orders were quickly referred to external bailiffs/debt enforcement agents in an attempt to secure payment of the debt.
1.04	Following correspondence being issued and visits carried out in line with taking control of goods regulations, the external bailiffs/debt enforcement agents found that Richmond Investments had left the property with no forwarding address.
1.05	During the period when bailiff action was being taken, the Council also received notification from the landlords to confirm the property had been repossessed from Richmond Investment Properties Ltd on the 8 th July 2014.
1.06	Bailiff action continued despite the repossession and tracing procedures were put in place to establish a forwarding address for Richmond Investment Properties Ltd. Following traces the external bailiffs/debt enforcement agents were still unable to secure payment.
1.07	All attempts to secure payment have proved unsuccessful and due diligence has been carried which established a lack of assets or goods to take control of in order to secure payment of the debt.
1.08	Recovery strategies have also including consideration to ‘wind-up’ the company, but on the basis that this company had no identifiable assets or capital, coupled with little or no prospect of successfully recovering the debt, it was not considered to be in the public interest to undertake this action.
1.09	A cross check with information held by Companies House confirmed that Richmond Investment Properties Ltd were no longer trading and failed to submit annual accounts after 2013. The last set of accounts for the trading

	period up to September 2013 confirmed total assets being just £100.
1.10	The company was finally dissolved on 28 th April 2015 and now no longer appears on the register of 'live' companies at Companies House.
1.11	There is now no prospect of recovering the £25,881.51 unpaid business rates since the company has already been removed from the Companies House Register.

2.00	RESOURCE IMPLICATIONS
2.01	There are no direct financial implications for the Council or local taxpayers as business rates which are collected (or not collected) are borne by the National Collection Pool for Wales. As the Collection Pool is supported by Welsh Government, non-payment of rates does though have a wider impact on the Welsh taxpayer.
2.02	Writing off this debt, amounting to losses to the National Collection Pool of £25,881.51 is being recommended as a last resort and only on the basis that there is no prospect of successfully recovering this debt.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	All Write offs must be approved by the Corporate Finance Manager, but in the case of write offs over £25,000, Cabinet must be consulted before a decision is taken to write off debts.

4.00	RISK MANAGEMENT
4.01	For those that fail to pay, recovery action is always taken to secure payment. Measures include the use of enforcement agents/bailiffs to take control of goods, and on occasion, steps are taken to 'wind-up' companies who fail to pay.
4.02	On some occasions, the cost of taking action such as 'winding-up' a company in the High Court is not appropriate on the grounds of the cost to the public purse, especially when there is little prospect of recovering the outstanding debt.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01 6.02	<p>Financial Procedure Rules (section 5.2) Register of Companies (company number 06364048) – Richmond Investment Properties Ltd</p> <p>Contact Officer: Carwyn Jones, Senior Revenues Officer Telephone: 01352 702977 E-mail: carwyn.jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Business Rates: is a property based local tax on businesses calculated on the rateable value of the property. Although the rate of tax is set by Welsh Government, rates are administered and collected locally and paid into a national collection pool.</p> <p>National Collection pool for Wales: All Business Rates are collected and paid into the Welsh Government's Non-Domestic Rates Pool. They are then redistributed to local authorities as part of the local government revenue settlement grant each year.</p> <p>Companies House: is the United Kingdom registrar of companies and is an executive agency and trading fund of Her Majesty's Government.</p> <p>Debt Enforcement Agents/Bailiffs: are sometimes used as a further debt enforcement option in order to collect outstanding Business Rates by either collecting payment in full or taking control of goods to be offset against the debt.</p> <p>Company “winding up” is a legal process taken submitted by the party or parties to liquidate a company. This may be done by a third party such as a creditor who is owed money by the company.</p>



CABINET

Date of Meeting	Tuesday, 20 September 2016
Report Subject	Highways and Car Park Inspection Policy
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Environment
Report Author	Chief Officer (Streetscene and Transportation)
Report Type	Operational

EXECUTIVE SUMMARY

Flintshire County Council as 'Highway Authority' has a statutory duty to maintain all adopted highways, including highway structures within the County (Trunk Roads not included).

In the event of a breach of that statutory duty, the Council may be liable for claims from highway users for personal injury or loss arising from incidents or accidents which have occurred on the adopted highway network.

In order to ensure the Council's highway network remains fit for purpose and in a safe condition and in order to provide a defence for the Council against claims made for compensation by users of the network, a robust Safety Inspection Policy is required.

The Safety Inspection Policy defines safety inspection frequencies on all of the classifications of carriageway, footway and cycleway maintained by the Council and the Policy also defines intervention criteria i.e. the point at which maintenance work is required, and defines timescales for completing any required remedial work.

The Council also owns and manages a large number of car parks across the County and the inspection policy has now been extended to include these facilities, in order to ensure the safety of the sites and to again provide a defence against any claims that may be received by users of the car parks, for personal loss or damage.

The original policy was initially approved on 19 February 2013 by Cabinet and is now due for review in order to meet national and good practice guidelines which recommends the policy should be reviewed after 2/3 years of implementation.

RECOMMENDATIONS

(1)	That Cabinet approves the reviewed Highway and Car park Inspection Policy (Appendix 1) outlining the Council's approach to all safety inspections, intervention criteria and response times.
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REPORT DETAILS

1.00	<u>BACKGROUND TO THE COUNCIL'S POLICY ON HIGHWAY SAFETY INSPECTIONS</u>
1.01	Flintshire County Council as the 'Highway Authority' has a statutory duty to maintain all adopted highways (except Trunk Roads) within the County. By virtue of section 58 of the Highways Act 1980 (England and Wales), if a Highway Authority can prove it had in place adequate policies and procedures to maintain the highway, and that the policies and procedures were being adhered to, providing there was no prior knowledge of a particular defect before the incident date, a claim for damages against the Authority as a result of personnel loss or injury can be repudiated.
1.02	Following the Cabinet approval in 2013, the Council's current arrangements for highway inspections and interventions are contained within a single comprehensive policy document and the review of this document will strengthen the Council's defence against any third party claims made against the Authority in the future. The inspection regime for the Council's car parks and highway structures have now been added to this document.
1.03	Streetscene Area Coordinators based in Streetscene & Transportation's Alltami Depot carry out the highway and car park safety inspections and each Area Coordinator has received training to enable them to carry out the task. The training takes the form of 'shadowing' experienced Area Coordinators and instruction by experienced highway maintenance engineers or managers. Before Area Coordinators commence inspection duties a formal appraisal takes place to ensure they hold a good understanding of both the policy and of highway maintenance good practice.
1.04	The non-principle structures inspections are also undertaken by the Area Coordinators, who have attended a recognised training course, providing them with the necessary knowledge to carry out the inspections.
1.05	The six yearly principal inspections of structures are scheduled into a multiple tender which are then offered to the market to ensure the service is carried out in the most cost effective way for the Council.
1.06	The Policy requires that safety inspections are carried out on each element of the highway infrastructure at predetermined intervals, dependant on classification. During the inspection, defects will be noted and the necessary repairs arranged within a period of time defined in the policy (response time). The Policy also defines the level when a defect becomes actionable (intervention level).

1.07	The revised Policy now relates to <ul style="list-style-type: none"> • Carriageways (roads) • Footways • Cycleways • Highway structures (retaining walls, bridges etc.) • Council owned car parks
1.08	The inspections of carriageways will take place from a moving vehicle (with the Area Coordinators as a passenger) and in all other cases by a walked inspection or in the case of structures by direct visits to the site.
1.07	All inspection frequencies, intervention criteria and response times stated in the Policy, meet with or better nationally recognised minimum standards for safety inspections.
1.08	The proposed Council Policy for highway safety Inspection, intervention criteria and response times is included as Appendix 1 of this report.

2.00	<u>RESOURCE IMPLICATIONS</u>
2.01	The new revised policy confirms the existing arrangements and there will be no detrimental impact on operations or costs as a result.

3.00	<u>CONSULTATIONS REQUIRED / CARRIED OUT</u>
3.01	With Cabinet Member.
3.02	No further consultation required.

4.00	<u>KEY RISKS AND MITIGATION</u>
4.01	The highways maintenance service has undertaken various risk assessments on the procedures involving highway inspection which are outlined within the policy.

5.00	<u>APPENDICES</u>
5.01	Appendix 1 – Council Policy on Highway Safety Inspections, Intervention Levels and Response Times

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Background Documents
6.01	Highways Act 1980. Contact Officer: Stephen O Jones, Chief Officer (Streetscene and Transportation) Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk
7.00	GLOSSARY OF TERMS
7.01	None

Flintshire County Council - Streetscene & Transportation

Policy for Highway and Car Park Safety Inspections, Intervention Criteria and Response times – June 2016

- 1. Background**
- 2. Need for a Policy**
- 3. Carriageway inspections**
- 4. Footway inspections**
- 5. Cycleway inspections**
- 6. Car Park Inspections**
- 7. Structures Inspections**
- 8. Intervention criteria**
- 9. Response times**
- 10. Training of Inspectors**
- 11. Background documents**

1. Background

- 1.1 Flintshire County Council as Highway Authority has responsibility for the maintenance of all adopted highways (except trunk Roads) within the County. Flintshire County Council has a statutory duty to maintain the highways but may be responsible for any claims which result from injury or loss to members of the public who may use them.

2. Need for a policy

- 2.1 Flintshire County Council receive numerous claims from highway users following trips, falls or personnel loss/damage to property on the public highway. This reviewed policy will ensure the highway network is in a fit for purpose and safe condition also providing the Council with a defence against any claims it may receive.
- 2.2 By virtue of section 58 of the Highways Act 1980 (England and Wales), if an Authority can prove it had in place adequate policies and procedures to maintain the highway, and that the policies and procedures were being followed and providing there was no prior knowledge of 'the defect' before the incident date, a claim for damages against the Authority as a result of a trip, fall or personnel loss can be repudiated.
- 2.3 Safety inspections involve visiting each section of the highway infrastructure at an approved frequency. During the visit any defects that are present are noted and the required maintenance repair work arranged. Safety inspections are carried out on carriageway (roads), footway and cycleway. In addition safety inspections will take place on each publically accessible car park operated by the Council

2.4 Highway inspections are carried out by the Area Coordinators based in Streetscene & Transportation's Alltami Depot.

3. Carriageway inspections

3.1 In accordance with the national Code of practice for Highway Maintenance, each carriageway in the County has been classified into one of the following groups:

Category	Definition	Detail	Length
2	Class A - Strategic Route	Routes for fast moving, long distance traffic with few frontages or pedestrian traffic	152km
3a	Class B - Main distributor	Routes between strategic routes and linking urban centres.	76 km
3b	Class C - Secondary distributor	Routes carrying mainly local traffic with large numbers of frontages and junctions	262 km
4a	Unclassified - Link Roads	Routes linking main/secondary distributors and local access roads, many frontages and junctions	666km
4b	Unclassified - Local access road	Routes serving properties only with limited access traffic.	

3.2 The following table shows the frequency of inspections that will be undertaken in respect of each road classification. The frequency is based on a risk assessment of each classification and by reference to the recommendations contained in the National Guidance document "Well Maintained Highways – A Code of Practice for Highway Maintenance Management (July 2005)"

Description	National Guidelines Category	Recommended Code Frequency		FCC Freq.
Strategic Route – Class A	2	1 month		1 month
Main Distributor – Class B	3(a)	1 month		1 month
Secondary Distributor – Class C	3(b)	1 month		1 month
Link Road – U/C	4(a)	3 months		3 months
Local Access – U/C	4(b)	1 year	Urban	6 months
			Rural	6 months

3.3 The carriageway inspections will be carried out by the Streetscene Area Coordinators from a vehicle, driven as slowly as road conditions will allow. The Coordinator will be a passenger in the vehicle, which will be driven by a second member of the Streetscene & Transportation workforce.

4. Footway inspections

4.1 In accordance with the guidelines within the National Code of practice for Highway Maintenance every footway within the County has been classified into one of the following groups:

Category	Definition	Detail	Length
Cat 1a	Prestige	Very busy main town centre shopping areas	Unknown
Cat 1b	Primary	Busy urban shopping and business areas	Unknown
Cat 2	Secondary	Medium usage routes local shopping centres	Unknown
Cat 3	Link footways	Linking local access footways, busy rural footways	Unknown
Cat 4	Local access footways	Low usage estate road footways	Unknown

4.2 The following table shows the frequency of inspections that will be undertaken in respect of each footway classification. The frequency is based on a risk assessment of each classification and by reference to the recommendations contained in the National Guidance document “Well Maintained Highways – A Code of Practice for Highway Maintenance Management (July 2005)”

Description	National Guidelines Category	Code Frequency.	FCC Frequency.
Prestige Area	1(a)	1 month	Weekly
Primary Walking Route	1 (b)	1 month	1 month
Secondary Walking Route	2	3 months	3 months
Link Footway	3	6 months	6 months
Local Access Footway	4	1 year	6 months

4.3 The inspections will be carried out by Streetscene Area Coordinators by walking the footway.

5. Cycleway Inspections

5.1 In accordance with the guidelines within the National Code of Practice for Highway Maintenance every Cycleway within the County has been classified into one of the following groups:

Category	Definition	Detail	Length
Cat A	Integral	Cycle lane forming part of the carriageway	Unknown
Cat B	Dedicated	A highway route for cyclist not contiguous with the public footway or carriageway	Unknown

5.2 The following table shows the frequency of inspections that will be undertaken in respect of each cycleway classification. The frequency is based on a risk assessment of each classification and by reference to the recommendations contained in the National Guidance document “Well Maintained Highways – A Code of Practice for Highway Maintenance Management (July 2005)”

Description	National Guidelines Category	Code Frequency.	FCC Frequency
Integral	A	As adjacent carriageway	As adjacent carriageway
Dedicated	B	6 months	6 months

5.3 The integral cycleway inspections will be driven as part of the carriageway inspection and the dedicated cycleway will be walked.

6. Car park inspections

6.1 The car parks within the County has been classified into one of the following groups:

Category	Definition	Detail
Cat A	Chargeable	Car parks with parking charges
Cat B	Non-chargeable	Car parks without parking charges

6.2 The following table shows the frequency of inspections that will be undertaken in respect of each car park classification. The frequency is based on a risk assessment of each classification

Category	Definition	Frequency
Cat A	Chargeable	6 monthly
Cat B	Non-chargeable	Annually

6.3 The car parks will inspected on foot by the Area Coordinators

7. Structures and Retaining walls

7.1 The Highway structures within the County has been classified into one of the following groups:

Category	Definition
Cat A	Highway Structures
Cat B	Highway retaining walls

7.2 All structures will receive a non-principle inspection every 2 years and a principle inspection every 6 years.

7.3 Any defects identified during the inspections will be passed to the Council’s Structures Manager for advice and direction

8. Intervention Criteria

6.1 During the inspection any defects will be identified by the Streetscene Area Coordinator. The defect will fall into one of the following categories.

Carriageway:

- 1. A situation with potential to cause serious injury or accident.
- 2. Defect above 40mm (above or below the mean level of the carriageway)
- 3. Defect below 40mm

Footway:

- 1. A situation with potential to cause serious injury or accident
- 2. Defect above 25mm (above or below the mean level of the footway)
- 3. Defect below 25mm

Cycleway:

- 1. A situation with potential to cause serious injury or accident.
- 2. Defect above 40mm (above or below the mean level of the cycleway)
- 3. Defect below 40mm

Car Parks

1. A situation with potential to cause serious injury or accident.
2. Defect above 40mm (above or below the mean level of the carriageway)
3. Defect below 40mm

7. Response Times

7.1 The time to make safe or guard the defect will be as follows:

Asset	Defect	Response Time
Carriageway	A situation with potential to cause serious injury or accident	Immediate or closure
	Defect above 40mm	Rectify within 3 working days
	Defect below 40mm	Review at next inspection
Footway	A situation with potential to cause serious injury or accident	Immediate or closure
	Defect above 25mm	Rectify within 3 working days
	Defect below 25mm	Review at next inspection
Cycleway	A situation with potential to cause serious injury or accident	Immediate or closure
	Defect above 40mm	Rectify within 3 working days
	Defect below 40mm	Review at next inspection
Car Parks	A situation with potential to cause serious injury or accident	Immediate or closure
	Defect above 40mm	Rectify within 3 working days
	Defect below 40mm	Review at next inspection

8. Training of Streetscene Area Coordinators

8.1 Each Streetscene Area Coordinator will receive appropriate training to enable them to carry out the inspections. The training will take the form of 'shadowing' existing experienced Coordinators, and instruction by Streetscene Operational Managers. Before Streetscene Area Coordinators carry out their duties, a formal appraisal of their knowledge both of this policy and Highway Maintenance good practice shall be assessed by the Operational Managers..

9. Background Documents

Highways Act 1980

Code of Practice for good highway maintenance management July 2005

June 2016

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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Organisational Change

- **Target Hardening Work to Various Flintshire County Council Sites**
Work to target harden various Council owned sites across Flintshire to improve security of sites against illegal traveller incursions.
- **Land to the Rear of Withen Cottages off Alltami Road, Buckley**
The subject comprises of a parcel of land extending to approximately 1.78 acres accessible from the purchaser's land only.
- **Ysgol Y Fron Annexe, Halkyn Street, Holywell**
The sale of this section of Ysgol Y Fron to ICR Group for conversion to offices for their own use.
- **Saltney Library Site, Declaring Site Surplus to Service Requirements**
The site of the former Saltney Library is declared surplus to the Library Service requirements.

Revenues

- **Business Rates Write Offs**
Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 15 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. The schedules, which are summarised by the category of write off involve 7 Business Rates accounts where the overall debt for each company is greater than £5,000.
- **Council Tax Write Offs**
Financial Procedure Rules (section 9.6 – Income and Expenditure) stipulate that any individual debt between the values of £5,000 and £25,000 shall be reported to the Chief Finance Officer (Corporate Finance Manager / Section 151 Officer) for consideration to write off, in conjunction with the Cabinet Member for Finance. The delegated powers form details 1 council tax account where the overall debt is greater than £5,000.

Public Protection

- **Annual Increase in Fees and Charges 2016/17**
Revised fees and charges for Public Protection relating to 2016/17.

Streetscene and Transportation

- **B5129 Chester Road, Pentre, Sandycroft, Restricted Road – Order 2016**
To advise of an unresolved objection received following the advertisement of the proposal to reduce the speed limit on the B5129 Chester Road, Pentre, Sandycroft. It is recommended that the objection be overruled and that the speed limit be adopted as advertised.
- **Proposed on an off Street Parking Orders - Talacre**
To advise of the objections and one unresolved objection received following the advertisement of the proposed introduction of car parking orders both on and off street. It is recommended that the objection be overruled and that the orders be adopted as advertised.

Copies of the Delegated Powers reports are on deposit in the Team Manager's Room, Committee Services.

**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND OVERVIEW & SCRUTINY
SEPTEMBER 2016 TO FEBRUARY 2017**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
September					
Education and Youth Overview & Scrutiny Committee	8 September 2016	Overview and Scrutiny	Performance Report 2015/16 To provide analysis of the Council's progress towards national indicators set by the Welsh Government.	Strategic	Cabinet Member for Corporate Management
Education and Youth Overview & Scrutiny Committee	8 September 2016	Education and Youth	Learning from the School Performance Monitoring Group To receive a report on progress and learning from the SPMG	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	8 September 2016	Education and Youth	Education & Youth Portfolio Resilience Statement To enable members to fulfil their scrutiny role in relation to budget monitoring	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	8 September 2016	Education and Youth	Improvement Plan 2015/16 Year-end Progress To enable Members to fulfil their scrutiny role in relation to performance monitoring.		Cabinet Member for Corporate Management
Education and Youth Overview & Scrutiny Committee Page 276	8 September 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.	Operational	
Organisational Change Overview & Scrutiny Committee	12 September 2016	Organisational Change	Community Resilience To provide the Committee with an overview in relation to work on this priority from the improvement plan	Operational	Cabinet Member for Corporate Management
Organisational Change Overview & Scrutiny Committee	12 September 2016	Organisational Change	Museums and Archives To update the Committee on progress in these services covering Heritage Lottery fund work at Greenfield and Lottery bid for Bailey Hill	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	12 September 2016	Overview and Scrutiny	<p>Forward Work Programme The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.</p>	Operational	
Environment Overview & Scrutiny Committee	14 September 2016	Streetscene and Transportation	<p>Highways and Car Park Inspection Policy To review the Council's policy on highway safety inspections, intervention criteria and response times.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	14 September 2016	Streetscene and Transportation	<p>The Final Stage of the Review of Existing Speed Limit Orders on the Council's Highway Network and Proposed Process Improvements for any future changes to Speed Limit Orders To provide Scrutiny with an update on the next stages of the Speed Limit Review on the Council's highway network.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	14 September 2016	Planning and Environment	Rights of Way Service Review To receive feedback on the service review.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	14 September 2016	Overview and Scrutiny	Forward Work Programme The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	15 September 2016	Chief Executive's	Annual Improvement Report of the Auditor General for Wales For the Committee to receive the Annual Improvement Plan and the updated response to the Proposals for Improvement from the 2015 report.	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15 September 2016	Chief Executive's	LSB and Strategic Partnerships Performance – End of Year Report To provide a summary of performance for 2015/16 and an overview of priorities for the Public Service Board.	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	15 September 2016	Planning and Environment	<p>Community Safety Partnership Annual Review To provide the committee with the annual overview of the Community Safety Partnership's activities and progress</p>	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Corporate Resources Overview & Scrutiny Committee	15 September 2016	Finance	<p>Revenue Budget Monitoring (Month 4) and Capital Programme Monitoring (Month 4) This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 4, and projects forward to Year-End.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	15 September 2016	Overview and Scrutiny	<p>Quarter 1 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	15 September 2016	Overview and Scrutiny	Forward Work Programme The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	
1509 280 Social & Health Care Overview & Scrutiny Committee	15 September 2016	Social Services	Corporate Parenting and Fostering Strategy update To provide Scrutiny with a Corporate Parenting and Fostering Strategies Update	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	15 September 2016	Social Services	Children's Service update to include repeat referrals in Child Services To provide Scrutiny with progress in implementing the recommendations from the CSSIW inspection of Children's Service (2015)	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	15 September 2016	Overview and Scrutiny	Performance Report 2015/16 To provide analysis of the Council's progress towards national indicators set by the Welsh Government.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	15 September 2016	Overview and Scrutiny	Improvement Plan 2015/16 Year-end Progress To enable Members to fulfil their scrutiny role in relation to performance monitoring.		Cabinet Member for Corporate Management
Social & Health Care Overview & Scrutiny Committee	15 September 2016	Overview and Scrutiny	Forward Work Programme The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.	Operational	
Cabinet	20 September 2016	Chief Executive's	2017/18 Council Fund Budget Stage 1 To recommend Stage 1 of the Budget for 2017/18 based on the Portfolio Business Plans as approved.	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 September 2016	Chief Executive's	<p>A Growth Vision for the Economy of North Wales To recommend for adoption 'A Growth Vision for the Economy of North Wales' as the basis for the development and negotiation of a Growth Bid for the region with the UK and Welsh Governments</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	20 September 2016	Finance	<p>Revenue Budget Monitoring 2015/16 (month 4) To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 4 and projected forward to year-end based on the most up to date information available.</p>	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 September 2016	Chief Executive's	<p>Welsh Language Annual Report To agree the Welsh language annual monitoring report for the period 2015/16 prior to publication on the Council's website. The report is attached as an Appendix.</p> <p>Note progress being made to implement the Welsh Language Standards and areas for improvement.</p>	Strategic	Cabinet Member for Corporate Management
Cabinet	20 September 2016	Finance	<p>Capital Programme Monitoring 2016/17 (Month 4) Report provides a summary of changes made to the Capital Programme during the first 4 months of 2016/17 (up to the end of July 2016) along with estimated outturn for the year.</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 September 2016	Finance	<p>Capital Programme 2017/18 onwards - Expressions of Interest</p> <p>Report provides a summary of the Capital Programme 'Expressions of Interest' completed by portfolios during June and July as set out with the Capital Strategy and Asset Management Plan. Each scheme requires initial Member consideration before progression to the business case stage.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	20 September 2016	Governance	<p>CONTRACT PROCEDURE RULES</p> <p>To approve revised contract procurement rules and a new procurement strategy.</p>	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 September 2016	Streetscene and Transportation	<p>The Final Stage of the Review of Existing Speed Limit Orders on the Council's Highway Network and Proposed Process Improvements for any Future Changes to Speed Limit Orders</p> <p>To request approval for the the next stages of the Speed Limit Review on the Council's highway network.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	20 September 2016	Streetscene and Transportation	<p>Highways and Car Park Inspection Policy</p> <p>To review the Council's Policy on highway safety inspections, intervention criteria and response times.</p>	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	20 September 2016	Finance	<p>Draft Treasury Management Outturn report 2015/16</p> <p>Presents the draft treasury management outturn report for 2015/16 for Cabinet's recommendation to Council</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	20 September 2016	Community and Enterprise	<p>Appointment of Council Members as Directors, NEW Homes</p> <p>To update Members and seek approval for the appointment of 3 County Councillors as Directors of North East Wales Homes Limited.</p>	Operational	Cabinet Member for Housing
Cabinet	20 September 2016	Community and Enterprise	<p>Business Rates Write-off Over £25,000 Needing Approval</p> <p>To approve a business rates write off in excess of £25,000 needing approval</p>	Operational	Cabinet Member for Corporate Management
Audit Committee	26 September 2016	Finance	<p>Statement of Accounts 2015/16</p> <p>Presenting the final audited version of the Statement of Accounts 2015/16 incorporating any changes for Audit Committee's recommendation to Council</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	26 September 2016	Chief Executive's	Annual Improvement Report Purpose: to receive the Annual Improvement Report from the Auditor General for Wales and note the Council's response	Strategic	Cabinet Member for Corporate Management
Audit Committee	26 September 2016	Governance	INTERNAL AUDIT CHARTER To outline to Members the updated Internal Audit Charter		
Audit Committee	26 September 2016	Governance	CONTRACT PROCEDURE RULES To approve revised contract procedure rules		
Audit Committee	26 September 2016	Governance	INTERNAL AUDIT PROGRESS REPORT To present to the Committee an update on the progress of the Internal Audit Department		
Audit Committee	26 September 2016	Governance	ACTION TRACKING To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	26 September 2016	Governance	FORWARD WORK PROGRAMME To consider the Forward Work Programme of the Internal Audit Department		
Flintshire County Council Page 288	26 September 2016	Finance	Statement of Accounts 2015/16 Presenting the final audited version of the Statement of Accounts 2015/16 incorporating any changes for Members approval.		
Flintshire County Council	26 September 2016	Finance	Supplementary Financial Information to Statement of Accounts 2015/16 This report contains the information on salaries over £60,000 for all Council employees, non-permanent posts and short term professional advisors requested in a notice of motion approved by Council in January 2013 for financial year 2015/16		

COMMITTEE		MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire Council	County	26 September 2016	Finance	Treasury Management Outturn report 2015/16 Presents the treasury management outturn report for 2015/16 for Member approval.		
Flintshire Council	County	26 September 2016	Governance	ANNUAL GOVERNANCE STATEMENT For the Council to approve the Annual Governance Statement for 2015/16.		
Flintshire Council	County	26 September 2016		Establishment Structure in Democratic Services To consider the proposed changes to the Democratic Services structure.		
October						

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	11 October 2016	Streetscene and Transportation	<p>Proposed changes to waste collection vehicles and new recycling operations.</p> <p>To review alternative delivery options for the household recycling centre service and the new waste recycling collection opportunities planned to be introduced for residents in 2017.</p>	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Environment Overview & Scrutiny Committee	11 October 2016	Overview and Scrutiny	<p>Forward Work Programme (Environment)</p> <p>The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.</p>	Operational	
Corporate Resources Overview & Scrutiny Committee	13 October 2016	Chief Executive's	<p>Welsh Language Standards</p> <p>Advise members of the proposed new Welsh Language Standards for Flintshire and seek endorsement of the Council's approach.</p>		Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13 October 2016	Finance	<p>Revenue Budget Monitoring 2016/17 (Month 5)</p> <p>'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 5, and projects forward to year-end</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	13 October 2016	People and Resources	<p>Appraisals Substantive Progress report</p> <p>To apprise the committee with an analysis of the current position on appraisals.</p>	Operational	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	13 October 2016	Overview and Scrutiny	<p>Forward Work Programme (Corporate Resources)</p> <p>The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.</p>	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	13 October 2016	Overview and Scrutiny	Quarter 1 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Education and Youth Overview & Scrutiny Committee	13 October 2016	Education and Youth	Welsh in Education Strategic Plan and Welsh as a Second Language To update Members on the progress with Welsh in Education	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	13 October 2016	Education and Youth	School Balances To provide the Committee with details of the closing balances held by Flintshire schools at the end of the financial year.	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	13 October 2016	Education and Youth	School Modernisation To update Members on the progress made with School Modernisation	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	13 October 2016	Overview and Scrutiny	<p>Forward Work Programme (Education & Youth) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education</p>	Operational	
Organisational Change Overview & Scrutiny Committee	17 October 2016	Overview and Scrutiny	<p>Quarter 1 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>	Strategic	Cabinet Member for Corporate Management
Organisational Change Overview & Scrutiny Committee	17 October 2016	Overview and Scrutiny	<p>Forward Work Programme (Organisational Change) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.</p>	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 October 2016	Chief Executive's	<p>Strategic Equality Plan 2016/2020 To agree the Council's equality objectives and Strategic Equality Plan (SEP) 2016/2020.</p>	Strategic	Cabinet Member for Corporate Management
Cabinet	18 October 2016	Finance	<p>Revenue Budget Monitoring 2015/16 (month 5) To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 5 and projected forward to year-end based on the most up to date information available.</p>	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	18 October 2016	Streetscene and Transportation	<p>Changes to Waste Collection Vehicles and New Recycling Operations</p> <p>To review alternative delivery options for the household recycling centre service and the new waste recycling collection opportunities planned to be introduced for residents in 2017.</p>	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Community and Enterprise Overview Scrutiny Committee	19 October 2016	Community and Enterprise	<p>Quarter 1 Improvement Plan Monitoring Report 2016/17</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>	Strategic	Cabinet Member for Corporate Management
Community and Enterprise Overview & Scrutiny Committee	19 October 2016	Community and Enterprise	<p>Regeneration Programmes</p> <p>To update the Committee on the Housing Regeneration Programmes</p>	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	19 October 2016	Community and Enterprise	<p>Purchase of Ex Council Stock</p> <p>To consider proposals and criteria for the repurchase of ex council properties</p>	Strategic	Cabinet Member for Housing

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	19 October 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Strategic	
Social & Health Care Overview & Scrutiny Committee	20 October 2016	Overview and Scrutiny	Quarter 1 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Social & Health Care Overview & Scrutiny Committee	20 October 2016	Social Services	Governance of Part 9 Regional Partnership Board To advise Members of the proposals for the Regional Partnership Board (Social Services and Wellbeing Act 2014)	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	20 October 2016	Social Services	<p>Co-design of Community Disability Services</p> <p>To raise awareness of working co-productively with the voluntary sector with regard to learning disability services and to inform Members of the key outcomes.</p>	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee Page 297	20 October 2016	Social Services	<p>Flintshire Local Voluntary Council</p> <p>To receive an update on social care activity within the third sector.</p>	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	20 October 2016	Overview and Scrutiny	<p>Forward Work Programme (Social & Health Care)</p> <p>The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.</p>	Operational	
November					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	2 November 2016	Overview and Scrutiny	Quarter 1 Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	2 November 2016	Planning and Environment	Renewable Energy To receive a report outlining the developments to include the responses received following consultation.	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	2 November 2016	Overview and Scrutiny	DOG DNA Task and Finish Group feedback To receive an update report from the Task & Finish Group	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure, Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	2 November 2016	Overview and Scrutiny	<p>Forward Work Programme (Environment) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.</p>	Operational	
Corporate Resources Overview Scrutiny Committee	10 November 2016	Finance	<p>Revenue Budget Monitoring 2016/17 (Month 6) '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.'</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	10 November 2016	Overview and Scrutiny	Forward Work Programme (Corporate Resources) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	
Cabinet	15 November 2016	Community and Enterprise	Purchase of Ex Council Stock To consider proposals and criteria for the repurchase of ex council property.	Strategic	Cabinet Member for Housing
Cabinet	15 November 2016	Community and Enterprise	Deeside Plan To consider the Deeside Plan	Strategic	Cabinet Member for Economic Development

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	15 November 2016	Finance	<p>Revenue Budget Monitoring 2016/17 (month 6) To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 6 and projected forward to year-end based on the most up to date information available.</p>	Strategic	
Education and Youth Overview & Scrutiny Committee	17 November 2016	Education and Youth	<p>Schools' Music Service To update Members on the progress made with an Alternative Delivery Model (ADM) for the Schools' Music Service</p>	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	17 November 2016	Education and Youth	<p>Person Centred Planning To provide the Committee with information from School Leaders on outcomes from the pilot scheme.</p>	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	17 November 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.	Operational	
Organisational Change Overview & Scrutiny Committee	21 November 2016	Overview and Scrutiny	Forward Work Programme (Organisational Change) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Organisational Change Overview & Scrutiny Committee.	Operational	
Community and Enterprise Overview & Scrutiny Committee	23 November 2016	Community and Enterprise	Deeside Plan To enable the Committee to consider the Deeside Plan	Operational	Cabinet Member for Economic Development

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	23 November 2016	Community and Enterprise	Rent Arrears Annual Report To consider the Rent Arrears Annual Report including information on the suggestion for WHQS improvements to be delayed for tenants with long term rent arrears.	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	23 November 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Operational	
Social & Health Care Overview & Scrutiny Committee	24 November 2016	Social Services	Dementia Services To receive an update on Dementia work in Flintshire	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	24 November 2016	Social Services	Population needs assessment To receive a summary of the outcomes of the population needs assessment for Flintshire	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	24 November 2016	Social Services	Team around the Family To receive an update on the Team around the family	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	24 November 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.	Operational	
December					
Environment Overview & Scrutiny Committee	7 December 2016	Overview and Scrutiny	Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Environment Overview & Scrutiny Committee	7 December 2016	Streetscene and Transportation	North Wales Residual Waste Project update To receive and consider further details on the progress of the project	Strategic	Cabinet Member for Waste Strategy, Public Protection and Leisure

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	7 December 2016	Social Services	Speed limits on C roads To receive an update on speed limits on C roads	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Environment Overview & Scrutiny Committee	7 December 2016	Overview and Scrutiny	Forward Work Programme (Environment) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	
Corporate Resources Overview & Scrutiny Committee	8 December 2016	Overview and Scrutiny	Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	8 December 2016	Finance	<p>Revenue Budget Monitoring 2016/17 (Month 7)</p> <p>'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 7, and projects forward to year-end.'</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	8 December 2016	Overview and Scrutiny	<p>Forward Work Programme (Corporate Resources)</p> <p>The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.</p>	Operational	
Organisational Change Overview & Scrutiny Committee	9 December 2016	Overview and Scrutiny	<p>Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17</p> <p>To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	13 December 2016	Finance	<p>Revenue Budget Monitoring 2016/17 (month 7) To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 7 and projected forward to year-end based on the most up to date information available.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Community and Enterprise Overview & Scrutiny Committee	21 December 2016	Overview and Scrutiny	<p>Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.</p>	Strategic	Cabinet Member for Corporate Management

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	21 December 2016	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Operational	
Social & Health Care Overview & Scrutiny Committee	22 December 2016	Overview and Scrutiny	Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Social & Health Care Overview & Scrutiny Committee	22 December 2016	Overview and Scrutiny	Forward Work Programme (Social & Health Care) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Social & Health Care Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	22 December 2016	Overview and Scrutiny	Quarter 2/Mid-Year Improvement Plan Monitoring Report 2016/17 To enable Members to fulfil their scrutiny role in relation to performance monitoring.	Strategic	Cabinet Member for Corporate Management
Education and Youth Overview & Scrutiny Committee	22 December 2016	Overview and Scrutiny	Forward Work Programme (Education & Youth) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.	Operational	
January					
Environment Overview & Scrutiny Committee	11 January 2017	Planning and Environment	Planning Enforcement Policy To consider the proposed changes to the policy	Strategic	Deputy Leader of the Council and Cabinet Member for Environment

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	11 January 2017	Overview and Scrutiny	<p>Forward Work Programme (Environment) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.</p>	Operational	
P 20 19 Corporate Resources Overview & Scrutiny Committee	12 January 2017	Chief Executive's	<p>Revenue Budget Monitoring 2016/17 (Month 8) '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 8, and projects forward to year-end</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	12 January 2017	Overview and Scrutiny	Forward Work Programme (Corporate Resources) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.	Operational	
Cabinet	17 January 2017	Finance	Revenue Budget Monitoring 2016/17 (month 8) To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 8 and projected forward to year-end based on the most up to date information available.	Strategic	Leader of the Council and Cabinet Member for Finance
Social & Health Care Overview & Scrutiny Committee	26 January 2017	Social Services	Update on Delayed Transfer of Care To receive an update on Delayed Transfer of Care data for Flintshire	Operational	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
February					
Community and Enterprise Overview & Scrutiny Committee	1 February 2017	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise Overview & Scrutiny Committee.	Operational	
Education and Youth Overview & Scrutiny Committee	2 February 2017	Overview and Scrutiny	Forward Work Programme (Education & Youth) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Education & Youth Overview & Scrutiny Committee.	Operational	
Environment Overview & Scrutiny Committee	8 February 2017	Overview and Scrutiny	Forward Work Programme (Environment) The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Environment Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	9 February 2017	Chief Executive's	<p>Revenue Budget Monitoring 2016/17 (Month 9)</p> <p>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 9, and projects forward to Year-End.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	9 February 2017	Overview and Scrutiny	<p>Forward Work Programme (Corporate Resources)</p> <p>The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.</p>	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	14 February 2017	Finance	<p>Revenue Budget Monitoring 2016/17 (month 9) To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month 9 and projected forward to year-end based on the most up to date information available.</p>	Strategic	Leader of the Council and Cabinet Member for Finance