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To: Cllr Aaron Shotton (Leader)

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

8 February 2017

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 14th February, 2017 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 7 - 18)

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 (Pages 19 - 36)

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

Purpose: To recommend the 2017/18 budget to Council for approval.

5 COUNCIL FUND CAPITAL PROGRAMME 2017/18 - 2019/20 (Pages 37 - 56)

Report of Chief Executive, Chief Officer (Organisational Change) and Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

Purpose: To recommend the Capital Programme for 2017/18 to Council for approval.

6 HOUSING REVENUE ACCOUNT REVENUE BUDGET 2017/18 AND CAPITAL PROGRAMME 2017/18 (Pages 57 - 86)

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

Purpose: To recommend the Housing Revenue Account Revenue and Capital budgets 2017/18 to Council for approval.

7 TREASURY MANAGEMENT STRATEGY 2017/18 AND MID-YEAR REPORT 2016/17 (Pages 87 - 128)

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

Purpose: To recommend the Treasury Management Strategy 2017/18 to Council for approval. To present the draft Treasury Management Mid-Year review 2016/17 for approval and recommendation to Council.

8 WALES AUDIT OFFICE REPORT ON FINANCIAL RESILIENCE: SAVINGS PLANNING (Pages 129 - 146)

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

Purpose: To receive this external report.

9 GROWTH VISION AND STRATEGY FOR THE ECONOMY OF NORTH WALES (Pages 147 - 204)

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 the preferred regional governance model.

10 **DEESIDE PLAN** (Pages 205 - 210)

Report of Chief Officer (Community and Enterprise) and Chief Officer (Streetscene and Transportation) - Cabinet Member for Economic Development, Deputy Leader of the Council and Cabinet Member for Environment

Purpose: To seek Cabinet approval of the Deeside Plan.

11 **CORPORATE SAFEGUARDING POLICY** (Pages 211 - 248)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To approve the Corporate Safeguarding policy.

12 **WELSH LANGUAGE STANDARDS** (Pages 249 - 294)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To advise on the agreed Welsh Language Standards for the Council for implementation.

13 **DIGITAL STRATEGY** (Pages 295 - 310)

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

Purpose: To approve the Council's Digital Strategy.

14 **TRADE UNION (WALES) BILL** (Pages 311 - 318)

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

Purpose: To invite a Cabinet response to the National Assembly for Wales Consultation on the Bill.

OPERATIONAL REPORTS

15 **CAPITAL PROGRAMME 2016/17 (MONTH 9)** (Pages 319 - 340)

Report of Chief Executive - Cabinet Member for Corporate Management

Purpose: To provide the month nine Capital Programme update.

16 **REVENUE BUDGET MONITORING 2016/17 (MONTH 9)** (Pages 341 - 374)

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

Purpose: To provide the latest revenue budget monitoring information for 2016/17 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month nine.

17 **PRUDENTIAL INDICATORS 2017/18 TO 2019/20** (Pages 375 - 384)

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

Purpose: To present proposals for setting a range of Prudential Indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code) for recommendation to Council.

18 **MINIMUM REVENUE PROVISION - 2017/18 POLICY** (Pages 385 - 394)

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

Purpose: To present proposals for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt in 2017/18, as required under the Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008 ('the 2008 Regulations') for recommendation to Council.

19 **SELF EVALUATION OF EDUCATION SERVICES** (Pages 395 - 432)

Report of Chief Officer (Education and Youth) - Cabinet Member for Education

Purpose: To provide a draft Self Evaluation for adoption.

20 **SUPPORTING PEOPLE LOCAL COMMISSIONING PLAN** (Pages 433 - 442)

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

Purpose: To set out the commissioning and spend plan for 2017/18.

21 **NEW CHILD CARE OFFER** (Pages 443 - 452)

Report of Chief Officer (Social Services) and Chief Officer (Education and Youth) - Cabinet Member for Social Services, Cabinet Member for Education

Purpose: To inform cabinet of the New Child Care offer for Flintshire.

22 **DOG DNA SCHEME AND THE INTRODUCTION OF DOG CONTROL PUBLIC SPACES PROTECTION ORDERS** (Pages 453 - 460)

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

Purpose: To provide Cabinet with an update on the Dog DNA Scheme following submission to Environment Overview and Scrutiny Committee.

23 **REVIEW OF THE COUNCIL'S HOUSEHOLD RECYCLING CENTRE PROVISION** (Pages 461 - 464)

Report of Chief Officer (Streetscene and Transportation) - Cabinet Member for Waste Strategy, Public Protection and Leisure

Purpose: To provide an update on the final phase of the service review.

24 **EXERCISE OF DELEGATED POWERS** (Pages 465 - 466)

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

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

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains the proposed terms for a commercial transaction and the public interest in not revealing the information outweighs the public interest in revealing the information until the transaction has been completed.

25 **ACQUISITION OF A LEASE FOR LAND FOR THE PROPOSED USE AS A HOUSEHOLD RECYCLING CENTRE (HRC)** (Pages 487 - 492)

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

Purpose: To propose the acquisition of a lease for land for the proposed use as a Household Recycling Centre.

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The report contains the proposed terms for a commercial transaction and the public interest in not revealing the information outweighs the public interest in revealing the information until the transaction has been completed.

26 **DISPOSAL OF THE FORMER EUTICALS CHEMICAL PROCESSING FACILITY AT SANDYCROFT** (Pages 493 - 498)

Report of Chief Officer (Organisational Change), Chief Executive, Corporate Finance Manager - Deputy Leader of the Council and Cabinet Member for Environment

Purpose: To approve site disposal.

The following item is considered to be exempt by virtue of Paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

The public interest in withholding the information outweighs the public interest in disclosing the information.

27 **LEISURE, LIBRARIES AND HERITAGE ALTERNATIVE DELIVERY MODEL – STAFFING STRUCTURE PROPOSALS** (Pages 499 - 512)

Report of Chief Officer (Organisational Change) - Cabinet Member for Education, Cabinet Member for Waste Strategy, Public Protection and Leisure

Purpose: To approve the proposed workforce structure.

Yours sincerely



Robert Robins
Democratic Services Manager

CABINET
17th JANUARY 2017

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 17th January 2017

PRESENT: Councillor Aaron Shotton (Chair)

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

IN ATTENDANCE:

Chief Executive, Chief Officer (Community and Enterprise), Chief Officer (Governance), Chief Officer (Organisational Change), Chief Officer (Planning and Environment), Chief Officer (Social Services), Chief Officer (Streetscene and Transportation) and Corporate Finance Manager

Simon Morgan – Cambrian Aquatics Director attended for agenda item number 4 – Connah's Quay Swimming Pool: Cambrian Aquatics Overview of Business Plan 2016/18

117. DECLARATIONS OF INTEREST

Councillor Butler declared a personal interest in agenda item number 10 – Council Tax and Business Rate Statutory Policies 2017/18.

Councillors Bithell and Brown declared personal and prejudicial interests in agenda item number 10 – Council Tax and Business Rate Statutory Policies 2017/18.

Councillor Kevin Jones declared a personal interest in agenda item number 16 – Alternative Delivery Model Social Care Learning Disability Day Care and Work Opportunity Services.

118. MINUTES

The minutes of the meetings held on 6th December 2016 and 13th December 2016 had been circulated with the agenda.

On minute number 109 – Welsh in Education Strategic Plan, Councillor Bithell explained that his comment was in relation to commuted funding. It was agreed that the minute would be amended to reflect that.

RESOLVED:

That subject to the above amendment, the minutes be approved as correct records.

119. CONNAH'S QUAY SWIMMING POOL: CAMBRIAN AQUATICS OVERVIEW OF BUSINESS PLAN 2016/18

Councillor Kevin Jones introduced the Connah's Quay Swimming Pool: Cambrian Aquatics Overview of Business Plan 2016/18 report and welcomed Simon Morgan, Director of Cambrian Aquatics to the meeting.

The Chief Officer (Organisational Change) explained the background to the report following the transfer of Cambrian Aquatics as part of a Community Asset Transfer (CAT) scheme in May 2016.

Since the swimming pool had opened in May 2016 it had operated successfully and the report summarised the positive progress made. The report also proposed a grant of £0.065m for the second year of operation based on the updated business plan which was appended to agenda item number 15 and would be discussed in closed session due to commercial sensitivities.

Simon Morgan thanked the Leader for the opportunity to address Members to highlight the progress to date of Cambrian Aquatics.

He explained that since its inception 26 staff had been recruited and over £20k had been invested in staff training. 14 primary schools were accessing the pool for swimming lessons with the opportunity of quiet working following their swim sessions. All of the community benefits had been achieved and the numbers of public swim sessions had doubled and had received excellent feedback. A clear maintenance schedule was in place with plans to replace the current less energy efficient lighting and work was underway to attract grant funding to subsidise that project. Cash flow of the business remained a challenge but the target of £50 per hour was being achieved in the main.

The Chief Officer (Organisational Change) said this was an excellent example of a successful CAT. The revenue grant of £0.065m would assist with the business moving into the second year and help it to build reserves for the future.

Councillor Attridge thanked Simon Morgan, the Chief Officer (Organisational Change) and Councillor Kevin Jones for their work on the CAT. The report was positive and demonstrated that what the authority had set out to achieve had been met and resulted in the future of the swimming pool in Connah's Quay being secured for future generations.

In response to a question from Councillor Bithell, the Chief Officer (Organisational Change) explained that work was ongoing with Town and Community Councils to seek investments for Cambrian Aquatics. Simon Morgan added that the facilities were used by residents from a wide catchment area and demographic information on the broad usage had been shared with Town and Community Councils.

Councillor Shotton said this was a watershed moment for Flintshire County Council which saw an organisation grow from the grass roots, which had not been witnessed before, and the experiences could be shared with other CATs. Simon

Morgan confirmed that meetings had been held with other CAT groups and he was happy to provide any advice in their development.

RESOLVED:

That a revenue grant of £0.065m be provided to Cambrian Aquatics to support the operation of Connah's Quay Swimming Pool in line with the legal agreements already signed between Cambrian Aquatics and Flintshire County Council.

120. COUNCIL FUND BUDGET 2017/18 – PART 3 CLOSING STRATEGY

Councillor Shotton introduced the Council Fund Budget 2017/18 – Part 3 Closing Strategy report which provided an update on the remaining amount to be found to achieve a balanced budget.

The Chief Executive explained that the remaining gap was £2m which was a slight increase to the figure of £1.9m reported to County Council in December. The limited options available to close the gap, which were set out in full in the report, were:

- Domiciliary Care – Charging Levels
- Local Taxation
- School Investment
- Use of Reserves and Balances

On Domiciliary Care, a Welsh Government (WG) announcement had recently been made on raising the charging cap from the current amount of £60 per week to £70 per week from 1st April 2017. For Flintshire, that would generate an additional income of £0.238m in 2017/18. In addition, WG had announced that as part of the Settlement, an additional £10m to support the rising costs of domiciliary care across Wales would be provided. Based on an assumed formula distribution the Council should receive additional funds in the region of £0.430m.

The North Wales Fire and Rescue Authority had approved an increase of 4% on its levy which for Flintshire, when taking population changes into account, resulted in an annual increase of 4.52% (£0.317m) which was not included in the budget. An option was to add the levy increase to the planned Council Tax increase which would raise it from 3.00% to 3.55%.

The Corporate Finance Manager explained that there was the option to utilise reserves to assist in closing the budget gap but that would only provide a one year solution. As part of the approved Corporate Financial Stewardship options an amount of £0.699m had already been earmarked to meet the first year costs of the new UK Government Apprenticeship Tax Levy. A decision on what was considered to be a prudent use of reserves needed to take into account both the future sustainability of the budget and the impact on the reserve levels which remained for future years.

The outstanding risks and issues, which were detailed in full in the report, were:

- Single Environment Grant
- Transportation Costs
- Household Recycling Centres
- Car Park Income – County Hall

- Impact of the Outturn 2016/17

In response to a question from Councillor Bithell, the Chief Executive explained that the Police Precept increase was expected to be between 3.5/4%.

The Chief Executive explained that the report would be considered at a special meeting of Corporate Resources Overview and Scrutiny Committee on 20th January which all Members had been invited to. Final budget proposals would be considered by Cabinet on 14th February prior to consideration by County Council later that day.

RESOLVED:

- (a) That the details and the implications of the Welsh Government Final Settlement be noted; and
- (b) That the limited options for closing the remaining 'gap' of £2m, for consultation with the Corporate Resources Overview and Scrutiny Committee, be reviewed.

121. DRAFT HOUSING REVENUE ACCOUNT (HRA) BUDGET 2017/18 & CAPITAL PROGRAMME 2017/18

Councillor Brown introduced the Draft Housing Revenue Account (HRA) Budget 2017/18 & Capital Programme 2017/18 report.

The HRA was required to produce a 30 year business plan with a focus on the achievement of the Welsh Housing Quality Standard (WHQS), Choices document promises, ongoing efficiencies made and 200 new Council homes being built. The longer term picture showed a strong account with surplus income over expenditure needs which presented opportunities to do more to improve service delivery, provided reassurance that once achieved, the WHQS could be maintained, and could provide further capital funding for new builds.

A rent increase of 2.5% (plus up to or minus £2) per week was being recommended as was a garage rent increase of £1 per week and a garage plot rent increase of £0.20 per week.

£20m had been built into the WHQS and Asset Investment Programme for 2017/18 which included provision for internal work streams, external enveloping works, environmental programmes, fire risks and Disability Discrimination Act (DDA) works, asbestos, off gas and energy efficiency works. In addition, £7,704 of prudential borrowing had been budgeted in 2017/18 for Council housing building schemes.

Councillor Shotton said this was a momentous year for Flintshire with the progress on the new build schemes and the investment in the current housing stock. Councillor Attridge concurred and said a commitment had been given in 2012 to build new Council houses and that had now come to fruition. The homes were much needed and he received compliments on the scheme in Connah's Quay on a daily basis.

The Chief Executive said that the commitment in the Choices document had been honoured but the Major Repairs Allowance (MRA) continued to be a risk MRA as its long term continuity as core capital funding was not assured at a national level.

Councillor Brown commented on the Flintshire Standard and that the new build scheme in Connah's Quay had exceeded the expectations of tenants.

RESOLVED:

- (a) That the HRA budget for 2017/18 as set out in the business plan be approved and recommended to Council;
- (b) That a rent increase of 2.5% (plus up to or minus £2) as set out in the business plan with target rents applied for new tenancies be approved;
- (c) That a garage rent increase of £1 per week and a garage plot rent increase of £0.20 per week be approved and recommended to Council; and
- (d) That the proposed HRA Capital Programme for 2017/18 as set out in Appendix D be approved.

122. BUY BACK OF COUNCIL RIGHT TO BUY (RTB) PROPERTIES

Councillor Brown introduced the Buy Back of Council Right to Buy (RTB) Properties report. A new policy was proposed which set out the Council's approach to the strategic acquisition of properties that became available on the open market including taking up the option of purchasing ex Council properties that had been sold under the Right to Buy (RTB) scheme.

The Chief Officer (Community and Enterprise) explained that the policy also highlighted the potential circumstances wherein the Council may consider property purchases as a "strategic acquisition", where there was a sound business case for doing so.

Examples of "strategic acquisition" were:

- Properties causing blight in neighbourhoods where the Council had an interest or investment;
- Properties where the owner was struggling with mortgage or cost of maintaining the property;
- Properties that could meet an unmet demand; and
- Properties that would free up land or access to a site suitable for development of affordable housing.

Councillor Shotton welcomed the report which was a significant milestone in helping to tackle the ongoing housing crisis.

The Chief Officer (Community and Enterprise) said the report had been considered at Community and Enterprise Overview and Scrutiny Committee and had been welcomed by Members.

RESOLVED:

That the implementation of a Strategic Acquisition Policy (incorporating Right to Buy Buyback) be approved.

123. LOCAL PLANNING GUIDANCE NOTES TO BE FORMALLY ADOPTED AS SUPPLEMENTARY PLANNING GUIDANCE NOTES

Councillor Attridge introduced the Local Planning Guidance Notes (LPGNs) to be Formally Adopted as Supplementary Planning Guidance Notes report which sought final approval for them to be used in support of policies in the adopted Flintshire Unitary Development Plan (UDP), for use in determining planning applications.

Councillor Bithell said he was a member of Planning Strategy Group where the LGPNs had been discussed and he particularly welcomed No. 23 – Developer Contributions to Education which would help to cater to the requirements of the pupils on a need basis.

The Chief Officer (Planning and Environment) explained that the benefits of the guidance notes being adopted were that they were afforded greater weight as material planning considerations on land use planning decisions than had previously been the case.

RESOLVED:

That the guidance notes as Supplementary Planning Guidance be approved.

124. REVENUE BUDGET MONITORING 2016/17 (MONTH 8)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2016/17 (Month 8) report which provided the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account based on actual income and expenditure. The report projected how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without any further action to reduce cost pressures or to identify new efficiencies was:

Council Fund

- Net in year expenditure comprised an operating deficit of £1.810m – an increase in the deficit of £0.039m from Month 7
- The overall projected in-year position had improved by £2.886m due to the change in accounting policy for MRP as agreed by County Council This had the effect of eliminating the operating deficit
- Projected contingency reserve balance of £4.268m

Housing Revenue Account

- Net in year expenditure forecast to be £0.037m higher than budget

- Projected closing balance as at 31st March 2017 of £1.061m

The report had been submitted to the recent Corporate Resources Overview and Scrutiny Committee where questions had been asked on mitigating risks in the future. The Chief Executive added that a discussion had taken place on the in-year operating deficit of £1.810m to which he had explained that a significant amount of work had been undertaken to ensure that those risks did not recur from 1st April 2017.

On Transport costs, following the liquidation of one of the transport operators, Welsh Government (WG) had offered a provisional grant award to the three local authorities affected for 2016/17. Negotiations were ongoing on the distribution of the grant and the information should be available to be included in the month 9 budget report.

On the vacancies in social work outlined in the report, Councillor Bithell asked if recruitment from other countries was being considered as had previously when the Authority had recruited social workers from Canada. The Chief Executive explained that this was not actively being done. He commented on the area of work and the spikes in demand with the best way to obtain immediate supply being through agencies.

The report covered significant budget movements; programme of efficiencies; inflation; reserves and balances; and an overview of the Housing Revenue Account.

RESOLVED:

- (a) That the overall report and projected Council Fund contingency sum as at 31st March 2017 be noted, and work on actions and options for mitigating action continue to be supported; and
- (b) That the projected final level of balances on the Housing Revenue Account be noted.

125. COUNCIL TAX AND BUSINESS RATE STATUTORY POLICIES 2017/18

Councillor Mullin introduced the Council Tax and Business Rate Statutory Policies 2017/18 report.

Each year there was a need to approve certain policies for the administration of Council Tax and Business Rates which were:

- Council Tax Discounts on second and long term empty homes;
- Council Tax Discretionary Discounts;
- Business Rates Discretionary Rate Relief; and
- Business Rates 'top-up' Discretionary Rate Reliefs to small businesses

The Chief Officer (Community and Enterprise) added that the policy framework for Business Rates Discretionary Rate Relief in 2017-18 had been approved by Cabinet in July 2016, and that for empty properties in May 2016.

RESOLVED:

- (a) That a policy of not awarding Council Tax discounts on second and long term empty homes in 2017-18 be adopted. This will enable the Council to raise a Council Tax premium, in certain circumstances, at the rate of 50% above the standard rate of Council Tax as already agreed through the introduction of the Premium scheme from 2017-18 (i.e. a 150% charge);
- (b) That the current policy to only consider Discretionary Council Tax discounts in cases of civil emergencies and natural disasters be continued;
- (c) That the implementation of the new Discretionary Business Rate Relief Policy Framework for 2017-18 as previously agreed by Cabinet be noted; and
- (d) That the current policy of not awarding 'top-up' Discretionary Discounts to businesses already qualifying for Small Business Rate Relief be continued in 2017-18.

126. THEATR CLWYD – COMPLIMENTARY TICKET POLICY

The Chief Officer (Organisational Change) introduced the Theatr Clwyd – Complimentary Ticket Policy report.

In October Cabinet had asked the Theatr Board to consider the notice of motion that was submitted to County Council on 14th June 2016 and to provide a final response on how the issue would be addressed. The Board met in November and agreed to implement the notice of motion from the next season which began in January 2017.

The Chief Executive said he had been at the Board meeting in November where the resolution was fully supported. Following an article in the Daily Post, the Chief Executive clarified that he welcomed the decision to stop offering complimentary items to board members, Councillors and other officials which, despite such a practice being adopted throughout the industry to help develop audiences and encourage sponsor and media patronage, and despite the fact the practice had a minimal financial impact, it was the right decision from the point of view of public perception. He referred to the comment made by the Chair of the Board, Councillor Ron Davies adding it was important to note that he and many other of the Board members had waived the privileges for many years and, in fact, had often made donations to the Theatr.

RESOLVED:

That the response from the Theatr Board be welcomed.

127. PLAY AREAS, PLAY SCHEMES AND STRATEGIC PLAY FORUM UPDATE

Councillor Kevin Jones introduced the Play Areas, Play Schemes and Strategic Play Forum Update report.

The Council had made a commitment to the sustaining of play activity in the County through:

- Continuation of the revenue match funding for play areas (£0.105m per annum);
- Provisional allocation of capital funding through the capital programme to refurbish play areas (£0.887m over three years subject to Council decision in February);
- To continue to maintain all play areas during 2017/18;
- One year of transition funding to enable play schemes to continue during 2016 after the cessation of Welsh Government Grant from Families First; and
- The agreement to re-invigorate the Flintshire Strategic Play Forum to co-ordinate play activity across Flintshire.

The report provided a progress update against those issues including recommending approval of the match funding schemes for play areas and the allocation of a one off sum of £0.040m to support play schemes in 2017.

The Council operated a revenue match funding scheme aimed at maintaining play areas that required a match fund from Town and Community Councils. A list of schemes put forward by Town and Community Councils was appended to the report and totalled £0.123m which was £0.018m over the available budget. It was proposed to roll the revenue funding for 2015/16 and 2016/17 into one fund to deliver all of the schemes which would leave £0.087m available for match funding schemes in 2017/18.

The Council had provisionally allocated £0.887m of capital funding to refurbish play areas over the next three financial years, subject to agreement of the capital programme in February. It was proposed based on need and sustainability to bring a programme of proposed projects to Cabinet early in 2017.

A one off funding of £0.080m had been provided to continue the level of play scheme provision provided in previous years. Those schemes were funded partly by the County Council and partly by Town and Community Councils. It had been made clear by the Council that funding would not continue in 2017/18 and the Council had been working to enable sustainability of provision without funding. The result was to provide a three week offer to all areas apart from Connah's Quay, which had a much larger scheme that Town and Community Councils could buy back from the Council. The proposal was that the Council allocate a one off fund of £0.040m to enable the costs for Town and Community Councils to be reduced by an average of 50%. For example, an area with one play scheme would see an increase of £409 for Town and Community Councils making a total cost for a play scheme provision of £1,309. Without the Council's contribution, the increase for Town and Community Councils would have been £818.

It had been agreed that the Flintshire Strategic Play Forum be re-established and an initial seminar had been held in November 2016. The next steps would be the appointment of a Chair and Vice Chair and training for Members after May 2017.

Councillor Shotton welcomed the report which demonstrated a continuation of supporting play provision in the County.

The Chief Executive said the report had been fully supported at the recent Organisational Change Overview and Scrutiny Committee. He added that this was a

one year solution but meant that Town and Community Councils were provided with more time to identify a solution beyond 2017 for play schemes.

Councillor Kevin Jones commented that the provision of play linked to the earlier item on Local Planning Guidance Notes and provision could now be tailored based on need. Councillor Attridge added that alongside supplying play areas, Section 106 agreements could include maintenance of such areas.

RESOLVED:

That the approach outlined in the report to continue to sustain play activity in Flintshire including the details below be adopted:

- Agreement of the play area match funding schemes detailed at Appendix 1; and
- The allocation of a one off fund of £0.040m to support a Flintshire play scheme programme for 2017.

128. WELSH PUBLIC LIBRARY STANDARDS: REVIEW OF PERFORMANCE 2015/16

Councillor Bithell introduced the Welsh Public Library Standards: Review of Performance 2015/16 report.

The fifth quality framework of Welsh Public Library Standards that was operated within provided opportunities for libraries to deliver services in innovative ways including the flexibility to make best use of the resources available to them. Library services contributed to a range of Welsh Government (WG) outcomes such as literacy, skills and learning, digital inclusion, poverty, and health and well-being. The framework was themes around four core service aspects:

- Customers and communities;
- Access for all;
- Learning for life; and
- Leadership and development

There were 18 core entitlements which outlined what residents could expect of their library service and in 2015-16 Flintshire met 17 of them in full and partially met one. This was expected to be 18 in the next return as all service points would offer Wi-Fi.

There were 23 quality indicators, not all of which were measured by targets. Of those measured by targets, Flintshire achieved two in full, four in part and did not meet one.

Councillor Shotton commented on the library in Holywell which had recently opened within the Leisure Centre. He thanked everybody involved in the project which had received positive feedback locally.

RESOLVED:

That the progress of delivery against Welsh Public Library Standards be noted.

129. THE INTEGRATED TRANSPORT UNIT

Councillor Attridge introduced the Integrated Transport Unit (ITU) report which provided details on a proposed revised procurement process and a starting date for new contracts.

At any one time the ITU had approximately 450 individual contracts with local suppliers, delivering all of the transport needs for Schools, Colleges, Social Care and the general Public Transport service. This created a significant amount of workload for staff within the service and put pressure on the local supply chain to deal with the continuous tender processes.

The report proposed a revised procurement option which would reduce the workloads both within the ITU and for the local supply chain with contracts operating for a period of four years from the start of the new arrangement. In order to align the commencement dates for all of the existing contracts it would be necessary to extend the current transport contracts to the proposed start date of the new arrangement which was 4th September 2017.

Councillor Kevin Jones welcomed the report which would result in a streamlined process and also provide security to operators for the duration of the contract.

RESOLVED:

- (a) That the new procurement model for the Transportation contracts, detailed within the Procurement Commissioning Form, be approved; and
- (b) That the extension of the existing Transport contracts until 4th September 2017, in order to coincide with the commencement of the new procurement arrangements, be approved.

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 14 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

130. CONNAH'S QUAY SWIMMING POOL: DETAILED BUSINESS PLAN

The Chief Officer (Organisational Change) introduced the Connah's Quay Swimming Pool: Detailed Business Plan report. The report detailed key financial information which was in addition to agenda item number 4 which had been considered in open session.

Members welcomed the report and the progress of Cambrian Aquatics during their first year of trading.

RESOLVED:

- (a) That a revenue grant of £0.065m be provided to Cambrian Aquatics to support the operation of Connah's Quay Swimming Pool in line with the legal agreements already signed between Cambrian Aquatics and Flintshire County Council; and
- (b) That release of the grant be subject to a number of conditions as follows:
 - An updated full profit and loss breakdown to be provided before release of the grant;
 - A full year review document to be provided after the end of May 2017 and before the end of July 2017; and
 - Audited accounts to be received before the end of 2017.

131. ALTERNATIVE DELIVERY MODEL SOCIAL CARE LEARNING DISABILITY DAY CARE AND WORK OPPORTUNITY SERVICES

Councillor Christine Jones introduced the Alternative Delivery Model Social Care Learning Disability Day Care and Work Opportunity Services report.

The Chief Executive explained that approval was sought for a preferred provider to enable further clarifications to be sought on their submitted bid prior to a final decision in March over whether to award a contract. This would enable the other company who had submitted a bid to be informed that they had not been awarded the contract.

RESOLVED:

- (a) That Home Farm Trust be approved as the preferred provider to deliver the Learning Disability Day Care and Work Opportunity Services to proceed to a stage of further clarifications on their submitted bid prior to a final decision over whether to award a contract; and
- (b) That a full and final report be brought back to Cabinet no later than March to inform a decision on the future model for the service and whether to award a contract.

132. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting commenced at 9.30am and ended at 11.45 a.m.)

.....
Chair



CABINET

Date of Meeting	Tuesday, 14 February 2017
Report Subject	Council Fund Revenue Budget 2017/18
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 Council has developed the budget for 2017/18 in stages.

The Stage One budget proposals for the service portfolios were approved by Council on 15 November (See Table 1).

The Stage Two proposals for corporate financial stewardship were approved by Council on 6 December having been given prior consideration by the Corporate Resources Overview and Scrutiny Committee on 30 November (See Table 2).

In sharing the options to balance the budget with the Corporate Resources Overview and Scrutiny Committee on 20 January the remaining budget gap was confirmed as £1.997m (See Table 3).

The Council has long campaigned for increased investment in Social Care. The Welsh Government has confirmed that the charging cap limit for domiciliary care will be raised from £60 per week to £70 per week from 1 April 2017. For Flintshire this will generate projected additional income of £0.238m in 2017/18.

An additional specific grant of £10m was also announced to support the rising costs of domiciliary care across Wales as part of the Final Local Government Settlement. Flintshire expects to receive around £0.430m of this. Whilst this funding will be received via a grant in 2017/18, the funding has been confirmed as ongoing and will be transferred into the Settlement for 2018/19.

Taking into account increased income levels and the specific grant for domiciliary care the gap is reduced by £0.668m to £1.329m.

The North Wales Fire and Rescue Authority has set an increase of 4% in its levy. When taking into account regional population changes Flintshire's annual increase

will be 4.52%. This is a cost pressure of £0.317m for which there is no provision in the current budget estimate. As this increase cannot be met by further reductions in Council budgets the only options are to add the increase to Council Tax (equal to a 0.55% rise) or to meet the cost from reserves and balances.

The budget gap is increased to £1.646m once the increase in the levy is taken into account.

The Corporate Resources Overview and Scrutiny Committee on 20 January recommended that that the proposed level of school investment be maintained in the final budget proposals for 2017/18.

Assuming that the current level of school investment is maintained then the closure of the budget comes down to striking a balance between the level of Council Tax to be set and drawing upon reserves and balances. It is important to note that funding derived from Council Tax is recurrent funding which will assist budget setting in future years.

Members are requested to consider the formal advice of the Section 151 Officer and Chief Executive and to recommend a final position to Council based on a balanced judgement.

RECOMMENDATIONS

1	Re-affirm the stage one and stage two budget proposals for 2017/18.
2	Recommend to Council a method of closing the remaining budget gap.
3	Receive and consider the formal advice of the Section 151 Officer and Chief Executive in making recommendation 2 above.

REPORT DETAILS

1.00	BALANCING THE BUDGET FOR 2017/18																				
1.01	The report sets out the requirements and options to finalise a balanced budget for 2017/18 to meet the Council's statutory duty. Full consideration of the Council's Medium Term Financial Strategy and the options for the 2017/18 budget process has been given by Cabinet, Council and the Overview and Scrutiny Committees in stages over the past twelve months.																				
1.02	<p>The annual Council Fund budget for 2017/18 has been developed in two stages:</p> <ul style="list-style-type: none"> • Stage One: which covers Part 1 of our Medium Term Financial Strategy (MTFS) – service reform based on the service portfolio business plans • Stage Two: which covers Parts 2 and 3 of our Medium Term Financial Strategy (MTFS) – corporate financial stewardship and working with Welsh Government. 																				
1.03	<p>The Stage One budget proposals were approved by Council on 15 November and are summarised below:</p> <p>Table 1</p> <table border="1"> <thead> <tr> <th>Portfolio</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Planning and Environment</td> <td>0.205</td> </tr> <tr> <td>Streetscene and Transportation</td> <td>1.350</td> </tr> <tr> <td>Social Care</td> <td>0.690</td> </tr> <tr> <td>Education and Youth</td> <td>0.873</td> </tr> <tr> <td>Organisational Change</td> <td>0.943</td> </tr> <tr> <td>Community and Enterprise</td> <td>0.629</td> </tr> <tr> <td>Corporate Services</td> <td>0.903</td> </tr> <tr> <td>Central and Corporate Finance</td> <td>0.150</td> </tr> <tr> <td>Total</td> <td>5.743</td> </tr> </tbody> </table> <p>Full details of all service portfolio business plan efficiency proposals can be accessed by the following hyperlink</p> <p>http://committeemeetings.flintshire.gov.uk/documents/s40622/Council%20Fund%20Budget%2020172018.pdf?LLL=0</p>	Portfolio	£m	Planning and Environment	0.205	Streetscene and Transportation	1.350	Social Care	0.690	Education and Youth	0.873	Organisational Change	0.943	Community and Enterprise	0.629	Corporate Services	0.903	Central and Corporate Finance	0.150	Total	5.743
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Total	5.743																				

1.04 The Stage Two proposals on corporate financial stewardship were approved by Council on 6 December following consideration by Corporate Resources Overview and Scrutiny Committee on 30 November and are summarised below:

Table 2

Description	£m
Council Tax Base Increase	0.345
Independent Living Fund (ILF)	0.412
Transition to Adulthood	0.162
Flint Extra Care Scheme	0.170
Schools Investment	0.400
Apprentice Tax Levy	0.470
Central Loans and Investment Account (CLIA)	2.690
Total	4.649

1.05 At the meeting on 6 December new and emerging pressures totalling £0.597m were also reported and added to the budget requirement for 2017/18. A full list of all pressures included in the budget are included as Appendix 4.

1.06 The Final Local Government Settlement was received on 21 December. A full report was given to Cabinet and to the Corporate Resources Overview and Scrutiny Committee in January. The impact of the Settlement was a net reduction in funding of £0.157m having taking into account a new responsibility for homelessness services of a value of £0.201m.

1.07 At the Corporate Resources Overview and Scrutiny Committee on 20 January the amount remaining to be found to achieve a balanced budget stood at £1.997m as summarised in the table below:

Table 3

Description	£m
Projected Budget "gap"	14.4
Less:	
Portfolio Business Plans	(5.7)
Corporate Financial Stewardship	(4.6)
Provisional Settlement	(2.8)
Add:	
New and Emerging Pressures	0.6
Impact of Final Settlement	0.1
Remaining Budget "Gap"	2.0

The limited options available to meet the remaining budget gap were considered at the meeting which was open to all members and an update is provided below.

	Domiciliary Care - Charging Levels
1.08	Welsh Government has confirmed that the charging cap for home care will be raised from the current amount of £60 per week to £70 per week (from 1 April 2017). For Flintshire this will generate additional income of approximately £0.238m in 2017/18.
1.09	An additional specific grant of £10m to support the rising costs of domiciliary care across Wales was confirmed as part of the Final Settlement. Although the formula distribution for the grant is yet to be confirmed, the Council expects to receive around £0.430m. Although this funding will be received via a grant in 2017/18 the funding has been confirmed as recurring and will be transferred into the Settlement for 2018/19. The additional funding from a combination of the increase in the charging cap, combined with a share of the specific grant, reduces the projected gap by £0.668m to £1.329m.
	Local Taxation
1.10	The forecast assumes a Council Tax increase of 3% for 2017/18 as standard. The maximum permissible annual rise for councils is 5% per year. As a guideline every 0.1% of increase in Council Tax contributes approximately £0.058m to the budget position (net of the impact of increased benefit entitlements under the Council Tax Reduction Scheme budget).
1.11	It has previously been reported that the North Wales Fire and Rescue Authority approved an increase of 4% on its levy at its meeting on the 19 December. When taking into account regional population changes Flintshire's annual increase is set at 4.52%. This presents an added cost pressure of £0.317m for which there is not currently any provision in the budget estimate.
1.12	As this increase cannot be met by further reductions in Council budgets there are only two options: add the levy increase to Council Tax, increasing the planned rise from 3.00% to 3.55% or meeting the cost through the reserves and balances. The budget gap is increased to £1.646m once the increase in the levy is taken into account.
	Schools Investment
1.13	An uplift of £1.2m (1.34%) is currently included for the overall schools budget. The budget is distributed to schools through the local schools funding formula. Any reduction in this provision would cause risks for schools budget planning.
1.14	The Corporate Resources Overview and Scrutiny Committee has recommended that the planned level of investment be maintained in the final budget proposals for 2017/18.

	Use of Reserves and Balances																				
1.15	The final option is to utilise reserves to assist in the budget for 2017/18 noting that this only provides a one year solution. As part of the Corporate Financial Stewardship options an amount of £0.699m has already been earmarked to meet the first year costs of the new UK Government introduced Apprentice Tax Levy.																				
1.16	Any use of reserves in the budget would need to be made good in the base budget in the following year. Any use of reserves to balance the budget greater than £2m is considered to be high risk noting that £0.699m is already being drawn down as explained in 1.15 above.																				
	Council Tax and the Use of Reserves and Balances																				
1.17	Assuming that the current level of school investment is maintained the finalisation of the budget comes down to striking a balance between the level of Council Tax to be set and drawing upon reserves and balances.																				
1.18	A judgement has to be made over what is a prudent level of reserves and balances to draw upon being mindful of the impacts for budget setting in 2018/19 and future years.																				
1.19	It is important to note that funding derived from Council Tax is recurrent funding which will contribute to the budget position for both 2017/18 and future years.																				
1.20	Members should consider carefully the formal advice of the Section 151 Officer and the Chief Executive in making this judgement.																				
	Overall Budget Position																				
1.21	The table below summarises the overall position and the budget gap remaining: Table 4																				
	<table border="1"> <thead> <tr> <th>Proposed Budget 2017/18</th> <th>£M</th> </tr> </thead> <tbody> <tr> <td>Funding</td> <td></td> </tr> <tr> <td>Aggregate External Funding (AEF)/RSG NNDR</td> <td>185.033</td> </tr> <tr> <td>Council Tax</td> <td>70.123</td> </tr> <tr> <td>Budget Requirement</td> <td>255.156</td> </tr> <tr> <td>Specific Grants (Estimated)</td> <td>33.744</td> </tr> <tr> <td>Use of Reserves</td> <td>0.699</td> </tr> <tr> <td>Total Funding</td> <td>289.599</td> </tr> <tr> <td>Expenditure</td> <td></td> </tr> <tr> <td>Base Budget Rolled Forward</td> <td>287.578</td> </tr> </tbody> </table>	Proposed Budget 2017/18	£M	Funding		Aggregate External Funding (AEF)/RSG NNDR	185.033	Council Tax	70.123	Budget Requirement	255.156	Specific Grants (Estimated)	33.744	Use of Reserves	0.699	Total Funding	289.599	Expenditure		Base Budget Rolled Forward	287.578
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	Prior Year Budget Decisions Recurring (Appendix 1)	4.193
	Prior Year Budget Decisions One off dropping out (Appendix 1)	(0.221)
	Transfers in/out of settlement (Appendix 2)	0.498
	Inflation (Appendix 3)	2.574
	Pressures & Investments Recurring (Appendix 4)	5.821
	Fire Levy Increase	0.317
	Efficiencies - Business Planning	(5.743)
	Efficiencies – Review of MRP Policy	(2.690)
	Efficiencies – Social Care	(0.668)
	Less Specific Grants 2016/17	(34.159)
	Plus Specific Grants 2017/18 (Estimated Appendix 5)	33.744
	Total Expenditure	291.245
	Gap as per Cabinet Report	1.646
	Funding	
1.22	The budget proposals (unbalanced) set a budget requirement of £255.156M which is an amount of £2.370M below the calculated Standard Spending Assessment (SSA) of £257.526M. At this level of spend, the increase on the Band D Council Tax Rate (excluding Police and Town/Community Council precepts) is 3% which is equal to an increase of £32.14 on 2016/17 and a Band D rate of £1,103.55.	
	Expenditure	
1.23	<i>Previous Year Budget Decisions</i> Each year indicative amounts for previous year's pressures and investments and efficiencies are included in the budget for the following two years. In the current budget the net effects of the changes agreed in 2015/16 and 2016/17 equate to a net increase of £3.972m as detailed in Appendix 1. These amounts have been reviewed as part of the 2017/18 budget and where appropriate an adjustment made to reflect the current position.	
1.24	<i>Transfers in/out of the Settlement (including new responsibilities)</i> The transfers in/out of the settlement as confirmed in the Final Settlement are summarised in appendix 2.	
1.25	<i>Pay and Price Inflation</i> A summary of the inflationary increases to the budget are summarised in appendix 3. Pay inflation has been included at 1%.	
1.26	<i>Specific Grants</i> The inflation figures referred to above exclude inflation on specific grant income and related expenditure as the specific grant figures are indicative only at this	

	stage. Adjustments will be applied when the figures are confirmed by the Welsh Government. As a general principle this will be cost neutral to the Council. Appendix 5 provides further details.
	Unearmarked Balances and Earmarked Reserves
	Base Level of Unearmarked Reserves
1.27	The budget proposals do not change the current base level of reserves of £5.769M which provide a safeguard in the current uncertain financial climate.
	Contingency Reserve
1.28	The monthly budget monitoring report has provided updates on the movements on this reserve. The Month 9 monitoring report shows a projected balance of £5.279M in the Contingency Reserve as at 31 March 2017. It is recommended that this reserve is retained to mitigate the risks set out later in the report and for future budget planning. Whilst the base level of reserves is a known sum which is set aside, the level of the Contingency Reserve is subject to change.
	Council Fund Earmarked Reserves
1.29	As outlined in the Reserves and Balances Protocol the level of Earmarked Reserves is reported quarterly through the monthly budget monitoring Report. Appendix 6 details the estimated closing balances for 2016/17 and 2017/18 for all reserves and balances and includes a projected earmarked amount of £2.885m for the budget strategy. The Section 151 Officer is satisfied that the level of these reserves is sufficient and appropriate (see also Section 1.35 – 1.41).
1.30	The Council continues to progress the implementation of different delivery methods for some of its services and it is considered prudent to set aside some funding as a contingency against any financial issues arising in the early stages. It is recommended that a sum of £0.250m is ring-fenced for this purpose.
	Budget Risks and Issues
	Single Environment Grant
1.31	Welsh Government is considering making a reduction in this grant of 6.7% in 2017/18. This would cause an immediate operational budget pressure of £0.200m if introduced.
	Transportation Costs
1.32	Following on from one of the Council's main transport providers going into liquidation there is a risk that the cost of maintaining the local public and school bus services could require an additional £0.675m in a full year. Negotiations with Welsh Government over future funding, and reviews of routes and service frequency, continue.

	Social Care Fees
1.33	Negotiations are ongoing with external care providers on their annual fee increases for 2017/18. The recommended fee increases can be contained within the total provision within the draft budget.
1.34	Any amount remaining following the conclusion of this process will be set aside as a risk contingency to assist with managing the ongoing budget risks explained above.
	Opinions of the Statutory Officers
1.35	Opinion of the Corporate Finance Manager Section 25 of the Local Government Act 2003 includes a specific duty on the Chief Finance Officer (for Flintshire this is the Corporate Finance Manager) to report to the Council when it is considering its budget and Council Tax setting on the robustness of the estimates and the adequacy of reserves. The Act requires the Council to have regard to this report in making its decisions in relation to the budget.
1.36	The 2017/18 budget has again been set within the context of the Medium Term Financial Strategy and continues to present a significant financial challenge for the Council. The Council's budget strategy for dealing with this has been clearly set out in detail for all stakeholders in previous budget reports and complemented by a series of member scrutiny sessions together with community engagement events across the County.
1.37	For the estimates contained within the budget, all figures are supported by a clear and robust methodology with the efficiency proposals considered achievable, but not without risk. The pressures are supported by evidenced method statements.
1.38	The Council's Reserves and Balances Protocol sets out how the Council will determine, manage and review the level of its Council Fund Balance and Earmarked Reserves taking into account relevant legislation and professional guidance. An outcome of this protocol was to report quarterly the level of Earmarked Reserves held to both Cabinet and Corporate Resources Overview and Scrutiny Committee and this has continued to be done in 2016/17 through the budget monitoring report. This ensures that members are able to have a better understanding of all reserves held by the Council.
1.39	The Council's overall level of reserves and balances is reviewed annually as part of the budget process and the adequacy and purpose of reserves held challenged, with any reserves no longer required at the same level made available for corporate use.
1.40	Supported by the above, I can confirm the reasonableness of the estimates contained in the proposed budget having regard to the Council's spending needs in 2017/18 and the financial context within which the budget is being set. Inevitably in managing a budget of this scale across a large and diverse organisation variances will occur. However, I believe that the budget assumptions represent a measured and acceptable level of risk. A robust programme for the delivery of the efficiencies within the budget and to the

	timescales set together with effective and disciplined in-year financial management will ensure that budgets are managed effectively with prompt action taken to mitigate any impacts should variances occur.
1.41	Within the context described above, I recommend that the Council should maintain the level of general balances of £5.769M which will safeguard its position and also enable it to plan ahead to meet future financial challenges as set out in the Medium Term Financial Strategy. The Contingency Reserve (currently estimated to be £5.279M) also provides further assurance around the Council's ability to manage any in-year variances should they not be able to mitigate from other areas which the Council has successfully been able to do in recent years.
1.42	<p>Opinion of the Chief Executive</p> <p>My professional advice complements that of the Corporate Finance Manager as set out above. The draft budget follows the Medium Term Financial Strategy adopted by the Council and is a balanced approach to achieving an annual budget, as required by law and the principles of good governance, whilst protecting the improvement objectives and public service duties and obligations of the Council.</p>
1.43	As each year passes during a period of central government fiscal policy, a policy which necessitates annualised reductions in net public expenditure, then the challenge of setting an annual budget in this way becomes ever harder. The budget proposals for 2017/18 are not without risk. In addition several ongoing budget risks, caused by circumstances beyond the Council's control, are set out in the report. The Council has to be confident that these risks are understood and are manageable. An underlying organisational risk is that there is less financial flexibility to adjust to meet new cost pressures in year as (1) budgets are more precisely based on forecast need with smaller margins for flexibility and error and (2) the total quantum of funding available to the Council as a corporate body is smaller than in past years.
1.44	The Council has been advised previously that without national funding to meet proven costs, with the risks of further reductions in national budgets, and with the ongoing transfer of responsibilities from Governments to Local Government to fund ongoing responsibilities such as national pay awards and new responsibilities such as the Apprentice Tax Levy, then its budget might not be sustainable. Fair and sustainable funding at a national level will be the predominant risk facing the newly elected Council from May.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in the report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation with Group Leaders, Overview and Scrutiny Committees, senior officers and service teams, and external partners have been held in

	the development of the business plans, budget proposals and resilience assessments. A major public and workforce engagement exercise was also run in October – December.
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4.00	RISK MANAGEMENT
4.01	All parts of the financial forecast, and all budget solutions, are risk assessed stage by stage. Services have already been assessed against the tests of efficiency, value for money and resilience with the assessments being reported to the Overview and Scrutiny Committees throughout July 2016.

5.00	APPENDICES
5.01	Appendix 1 – Previous Years Growth / Items Dropping Out Appendix 2 – Transfers in / out of Settlement Appendix 3 – Inflation Appendix 4 – Pressures & Investments Appendix 5 – Specific Grants Appendix 6 – Summary of Council Fund Earmarked Reserves

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Colin Everett, Chief Executive and Gary Ferguson, Corporate Finance Manager Contact Officer: Gary Ferguson Telephone: 01352 702271 E-mail: gary.ferguson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	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. 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. Local Government Funding Formula: the system through which the annual funding needs of each council is assessed at a national level, and from which each council's annual AEF (see above) is derived. The formula is very complex. In summary, using information such as statistics on local population change and deprivation, the formula sets a guide for each

council's funding needs called the Standard Spending Assessment (SSA).

Standard Spending Assessment (SSA): A notional calculation of what each council needs to spend to provide a standard level of service which is used as part of the formula for distributing Revenue Support Grant.

Annual Settlement: the amount of its funds the Welsh Government will allocate annually to local government as a whole, as part of its total budget, and to individual councils one by one. The amount of Revenue Support Grant (see below) each council will receive is based on a complex distribution formula for awarding Aggregate External Finance (AEF). The formula is underpinned by assessments of local need based, for example, of population size and demographics and levels of social deprivation.

Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.

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.

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.

Budget 2017/18
Council Fund Revenue

Previous Years Growth/ Items Dropping Out

<u>APPROVED 2015/16 BUDGET</u>	2017/18	
	£m	
<u>Social Services</u>		
Transition	0.478	
Total Social Services	0.478	
<u>Community & Enterprise</u>		
Council Tax Reduction Scheme (CTRS)	0.314	
Total Community & Enterprise	0.314	
<u>Central & Corporate</u>		
Actuarial Review	1.300	
Prudential Borrowing	0.029	
Single Status Agreement	1.300	
Commercial Property Pressure	0.133	
Total Central & Corporate	2.762	
Total Approved 2015/16 Budget	3.554	
<u>APPROVED 2016/17 BUDGET</u>	2017/18	2018/19
	£m	£m
<u>Social Services</u>		
Extra Care	0.080	0.420
Total Social Services	0.080	0.420
<u>Community & Enterprise</u>		
Council Tax Reduction Scheme (CTRS)	0	0.323
Total Community & Enterprise	0.000	0.323
<u>Central & Corporate</u>		
Auto Enrolment	0.559	0.559
Single Status	0	0.157
Total Central & Corporate	0.559	0.716
Less Pressure dropping out:		
<u>Streetscene and Transportation</u>		
Sustainable Waste Grant Impact	(0.221)	
Total Streetscene and Transportation one off	(0.221)	
Total 2016/17 Budget	0.418	1.459
Total Prior Year Decisions Recurring	3.972	1.459

Budget 2017/18
Council Fund Revenue

Transfers in/out of settlement

Transfers in:	£m	£m
Delivering Transformation Grant	0.123	
Deprivation of Liberty Safeguards	0.009	
Blue Badge Scheme (£454)	0.000	
Food Hygeine rating	0.002	
Total Transfers in (Pressure)		0.134
Transfers out:		
Teacher Registration fees		<u>(0.045)</u>
Net effect (Pressure)		<u><u>0.089</u></u>
New Responsibilities		
Social Services:		
Increasing Capital Limits for Residential Care		0.195
War Disablement Pension Disregard		0.013
Homelessness Prevention		0.201
Total		<u><u>0.498</u></u>

**Budget 2017/18
Council Fund Revenue****Inflation**

	Total £m
Pay	0.915
Price - Other	0.313
Schools Investment	1.201
Food	0.051
Fuel	0.033
Energy	0.061
Total Inflation	<u>2.574</u>

Budget 2017/18
Council Fund Revenue

Pressures & Investments

	2017/18 £m	2018/19 £m	2019/20 £m
<u>Social Services</u>			
Independent Sector Care 16/17	0.646	0.646	0.646
Independent Sector Care 17/18	2.709	4.767	4.767
Independent Living Fund (ILF)	0.000	0.412	0.412
Total Social Services	3.355	5.413	5.413
<u>Streetscene & Transportation</u>			
Gas Engine Income	0.150	0.150	0.150
Total Streetscene & Transportation	0.150	0.150	0.150
<u>Governance</u>			
ICT Broadband in Schools	0.115	0.115	0.115
Members Allowances	0.007	0.007	0.007
Welsh Language Standards	0.035	0.035	0.035
Procurement	0.002	0.002	0.002
Total Governance	0.159	0.159	0.159
<u>Community & Enterprise</u>			
Council Tax Reduction Scheme (CTRS)	0.000	0.000	0.337
Total Community & Enterprise	0.000	0.000	0.337
<u>Central & Corporate</u>			
Insurance	0.100	0.100	0.100
Apprentice Tax Levy	0.699	0.699	0.699
Commercial Property Pressure	0.253	0.253	0.253
Central Loans and Investments (MRP)	0.700	0.700	0.700
Non Domestic Rates (NDR) Revaluation	0.127	0.127	0.127
Unachieved Workforce Efficiencies	0.278	0.278	0.278
Total Central & Corporate	2.157	2.157	2.157
Total Pressures and Investments	5.821	7.879	8.216

Budget 2017/18
Council Fund Revenue

Specific Grants

		Budget 2016-17 £	Budget 2017-18 £	Variance to 2016-17 £	Confirmed (C) or Estimated (E)
Education & Youth					
Non Delegated	Promoting Positive Engagement (Youth Crime Prevention Fund)	188,600	196,143	7,543	C
	YOT / Youth Justice Board (inc. JAC)	200,000	221,956	21,956	E
	School Uniform Financial Assistance Scheme	29,000	29,000	0	E
	Welsh Network of Healthy School Schemes	114,000	101,380	(12,620)	E
	Youth Support Grant (Youth Service Revenue Grant)	126,218	176,820	50,602	C
	Free School Milk	269,403	245,891	(23,512)	C
	Families First	1,532,678	1,532,678	0	E
	Pupil Deprivation Grant	3,171,700	3,250,000	78,300	E
	Education Improvement Grant for Schools	6,124,180	6,336,004	211,824	C
		<u>11,755,778</u>	<u>12,089,872</u>	<u>334,094</u>	
Delegated	DCELLS (Post 16 provision in schools)	5,004,686	4,756,182	(248,504)	C
	Adult Community Learning	0	2,075	2,075	C
		<u>5,004,686</u>	<u>4,758,257</u>	<u>(246,429)</u>	
Social Services	Social Care Workforce Development Programme	367,000	312,069	(54,931)	E
	Well Being Activity	10,000	0	(10,000)	C
	Flying Start	2,954,700	2,954,700	0	E
	Out of School Childcare	97,877	97,877	0	C
		<u>3,429,577</u>	<u>3,364,646</u>	<u>(64,931)</u>	
Streetscene & Transportation	Concessionary Travel	2,058,000	2,180,000	122,000	E
	Local Transport Services	399,062	645,562	246,500	E
	Sustainable Waste - now Environment & Sustainable Development	2,943,729	2,798,064	(145,665)	E
	Bus Service Support Grant (Prev Taith)	0	557,000	557,000	E
	Welsh Young Person Travel Discount Scheme	0	120,000	120,000	E
		<u>5,400,791</u>	<u>6,300,626</u>	<u>899,835</u>	
Planning & Environment	Safer Communities Fund	221,881	221,881	0	E
	Substance Misuse	638,139	522,744	(115,395)	E
	Crime Reduction and Anti Social Behaviour	31,566	31,566	0	E
	Domestic Abuse Co-ordinator Funding	37,500	92,400	54,900	E
		<u>929,086</u>	<u>868,591</u>	<u>(60,495)</u>	
Community & Enterprise	Supporting People	5,809,818	5,809,818	0	E
	Communities First	676,315	0	(676,315)	E
		<u>6,486,133</u>	<u>5,809,818</u>	<u>(676,315)</u>	
Organisational Change	Free Swimming	164,807	121,500	(43,307)	E
	National Exercise Referral	125,000	123,750	(1,250)	E
	NE Wales Play Forum	319,010	0	(319,010)	E
	Active Young People	541,638	305,303	(236,335)	E
	Community Learning	2,034	2,034	0	E
		<u>1,152,489</u>	<u>552,587</u>	<u>(599,902)</u>	
Total		<u>34,158,540</u>	<u>33,744,397</u>	<u>(414,143)</u>	

**Budget 2017/18
Council Fund**

Summary of Council Fund Earmarked Reserves

	Estimated Balance 01/04/17 £m	Estimated Balance 31/03/18 £m
<u>Service Balances</u>		
Planning & Environment	0.147	0.010
Education & Youth	0.537	0.316
Social Services	0.027	0.000
Streetscene & Transpotation	0.020	0.000
Community & Enterprise	0.000	0.000
Organisational Change	0.535	0.535
Corporate Services	1.095	0.017
Total	2.361	0.878
<u>Corporate Balances</u>		
Single Status/Equal Pay	4.929	3.195
General Reserve - Investment in Organisational Change	0.606	0.338
General Reserve - Budget Strategy	2.885	0.635
Total	8.420	4.168
<u>Specific Reserves</u>		
Benefits Equalisation	0.085	0.300
County Elections	0.167	0.167
Supporting People	0.387	0.000
Unitary Development Plan	0.464	0.334
Building Control	0.151	0.091
Waste Disposal	0.310	0.210
Flintshire Enterprise Ltd	0.073	0.073
Design Fees	0.200	0.200
Winter Maintenance	0.250	0.250
Insurance Funds	1.405	1.650
Cash Receipting Review	0.088	0.088
Grants & Contributions	1.040	0.905
Total	4.620	4.268
Total Earmarked Reserves	15.401	9.314



CABINET

Date of Meeting	Tuesday 14th February 2017
Report Subject	Council Fund Capital Programme 2017/18 – 2019/20
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive, Chief Officer (Organisational Change) and Corporate Finance Manager
Report Type	Strategic

EXECUTIVE SUMMARY

This report presents the Council Fund Capital Programme for the period 2017/18 – 2019/20 for approval and recommendation to Council.

The proposals were considered and supported by Corporate Resources Overview and Scrutiny Committee on the 20th January 2017. Their comments and feedback are summarised within the report for Cabinet's consideration.

The Council funded Capital Programme is only one part of the Council's contribution to investing in local infrastructure, facilities and assets. Regional programmes such as the Economic Growth Strategy which draw on national funds, and separate capital programmes such as the Housing Revenue Account (HRA) Capital Programme which includes Wales Housing Quality Standard (WHQS) and Strategic Housing and Regeneration Programme (SHARP), and the 21st Century Schools Programme delivered in partnership between the Council and Welsh Government, supplement the Council funded capital programme.

The Council funded programme primarily supports infrastructure assets and buildings (e.g. highways and schools) and investment in our new or readopted service models (e.g. leisure and social care). The proposed capital investments are aligned to the portfolio service business plans and the Improvement Plan.

The Capital Strategy and Asset Management Plan is being updated to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted service business models. The new Strategy will be more visionary and will be an evidential basis for the leverage of national funds to meet Council priorities.

This report builds on the Capital Strategy and Asset Management Plan adopted in February 2016 which splits the Council Fund Capital Programme into three sections;

1. Statutory / Regulatory - allocations to cover statutory and regulatory works
2. Retained Assets - allocations to fund infrastructure works necessary to ensure service and business continuity
3. Investment - allocations to fund works necessary to remodel services to deliver efficiencies outlined in Portfolio business plans and invest in services as outlined in the Improvement Plan.

The majority of the programme can be funded from supported borrowing, capital receipts and grants. There is a shortfall in general funding which would need to be met through a combination of future capital receipts, alternative grants, prudential borrowing or by phasing schemes over several years.

The information in this report refers to Council Fund (CF) schemes only.

RECOMMENDATIONS

1	Members are asked to approve and recommend to Council the allocations and schemes in Table 2 (paragraph 1.07) for Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2017/18 - 2019/20.
2	Members are asked to approve and recommend the schemes included in Table 3 (paragraph 1.20) for the Investment section of the Council Fund Capital Programme 2017/18 - 2019/20.
3	Members are asked to note that the shortfall in funding of schemes in 2018/19 and 2019/20 (paragraph 1.30) at this point in the approval process is flexible. Options including a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years will be considered during 2017/18, and included in future capital programme reports.
4	Members are asked to note the development of a longer term Capital Strategy and Asset Management Plan.

REPORT DETAILS

1.00	DEVELOPING THE CAPITAL PROGRAMME 2017/18 – 2019/20
1.01	<p>The Council funded capital programme has limited resources to support Council priorities, needs and liabilities. The council funded programme is only one part of the Council’s contribution to investing in local infrastructure, facilities and assets. Regional programmes such as the Economic Growth Strategy which draw on national funds, and separate capital programmes such as the Housing Revenue Account (HRA) Capital Programme which includes Wales Housing Quality Standard (WHQS) and Strategic Housing and Regeneration Programme (SHARP), and the 21st Century Schools Programme, delivered in partnership between the Council and Welsh Government, supplement the council funded capital programme. The Council will need to be inventive to attract greater capital funds in the future through alternative funding sources and the use of its own land assets.</p> <p>The council funded programme primarily supports infrastructure assets and buildings (e.g. highways and schools) and investment in our new or readopted service models (e.g. leisure services and social care). The proposed capital investments are aligned to the portfolio service business plans and the Improvement Plan.</p> <p>The Capital Strategy and Asset Management Plan is being updated to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted service business models. The new Strategy will be more visionary and will be an evidential basis for the leverage of national funds to meet Council priorities. Longer-term planning will put the Council in a stronger position to attract national funds of different types – from capital grant to borrowing approvals - to support its priorities in areas such as economic development infrastructure, transport, education, housing and service models for example in social care.</p>

Projected Funding Available 2017/18 - 2019/20

1.02 Table 1 below shows the general capital funding currently projected to be available to fund the capital programme over the next 3 years.

Table 1

ESTIMATED AVAILABLE FUNDING 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Funding (Excluding Specific Funding)				
Un-hypothecated Supported Borrowing (USB)	4.124	4.124	4.124	12.372
General Capital Grant (GCG)	2.510	2.510	2.510	7.530
Capital Receipts Available (As at M6 2016/17)	3.567	0.000	0.000	3.567
Total	10.201	6.634	6.634	23.469

1.03 Table 1 above assumes that the Un-hypothecated Supported Borrowing allocation and the General Capital Grant received from Welsh Government (WG) in the years 2017/18 to 2019/20 remains the same as the information provided in the 2017/18 final financial settlement for Welsh local government.

Compared with 2016/17 final financial settlement the Un-hypothecated Supported Borrowing allocation has reduced by £0.057m and General Capital Grant by £0.034m, a total reduction of £0.091m. There was no change to allocations between the provisional and final settlement.

1.04 The only capital receipts included in the total funding available in Table 1 are those that have been received to date (£3.567m). That is prior year's receipts, and 2016/17 receipts (to date, as at the month 6 capital monitoring report 2016/17) which are unspent to date.

This strategy continues and builds upon the prudent policy of allocating capital receipts to fund capital projects when these receipts are actually received rather than when we anticipate the receipt.

The current projection is for a further £2.2m of capital receipts to be received by the end of 2016/17. This only includes sales that are actively progressing to legal completion and are rated as a low risk of not being achieved. A further £2.8m of capital receipts is anticipated by the end of the financial year, but there is more risk due to their size and complexity that these will slip into the early part of 2017/18.

Future capital receipts over the period 2017/18 – 2019/20 are estimated to be in the region of £7m.

1.05	The figures in Table 1 relate to the Council Fund only with the HRA Capital Programme being reported separately on this agenda.
	Capital Programme 2017/18 – 2019/20
1.06	<p>The Council's Capital Strategy and Asset Management Plan sets out the Capital Programme in three parts;</p> <ol style="list-style-type: none"> 1. Statutory / Regulatory section – allocations to cover regulatory and statutory works. Examples include; providing support to improve and adapt private sector homes (Disabled Facilities Grants), adaptations to schools for children with disabilities, any works required to keep buildings open due to Health and Safety requirements etc. 2. Retained Assets section – to ensure service and business continuity. Allocations to fund schemes that maintain, enhance and improve retained assets and infrastructure to deliver services. Significant needs identified by service plans / condition surveys etc. 3. Investment section – to fund costs incurred when remodelling and investing in services. New schemes arising from Portfolio business plans, the Improvement Plan, other relevant and emerging plans, and other strategies or emerging Council priorities approved through a selection process based on the provision of a sound business case.

Statutory / Regulatory and Retained Asset Allocations – 2017/18 – 2019/20

1.07 Table 2 shows the proposed allocations for the period 2017/18 - 2019/20 for the Statutory / Regulatory and Retained Asset sections of the Capital Programme.

Table 2

PROPOSED ALLOCATIONS 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Statutory / Regulatory Section				
DD Act - Individual pupils	0.250	0.250	0.250	0.750
Private sector renewals & improvements	1.496	1.496	1.496	4.488
School building works	0.100	0.100	0.100	0.300
Corporate property works	0.300	0.300	0.300	0.900
IT - Firewalls, protection from cyber attacks	0.070	0.000	0.000	0.070
Special inspections - Flintshire bridge	0.510	0.000	0.000	0.510
Total Statutory / Regulatory	2.726	2.146	2.146	7.018
Retained Assets Section				
School building works	1.000	1.000	1.000	3.000
Corporate property works	0.300	0.300	0.300	0.900
Highways asset management plan	0.600	0.600	0.600	1.800
IT - Network replacement	0.300	0.000	0.000	0.300
IT - Server replacement	0.200	0.000	0.000	0.200
IT - Replacement of equip. to 'back up' data	0.050	0.000	0.000	0.050
TC - Telephony / Box office upgrade	0.100	0.000	0.000	0.100
Playareas and synthetic sports pitches	0.487	0.200	0.200	0.887
Headroom	0.250	0.250	0.250	0.750
Total Retained Assets Section	3.287	2.350	2.350	7.987

1.08 The information in Table 2 is explained in more detail in paragraphs 1.09 to 1.19 below.

1.09 Equalities Act – Individual Pupils

An annual allocation to adapt and modify schools for children who have disabilities to support and create increasingly inclusive school environments.

1.10	<p>Private Sector Renewals and Improvements</p> <p>Annual allocations to improve and adapt private sector homes:</p> <ul style="list-style-type: none"> • Disabled Facilities Grants – adaptations enabling residents to continue to live independently in their own homes • Partnership working with Care and Repair to support vulnerable residents • Delivery of ‘Houses into Homes’ and ‘Home Improvement Loans’ loan schemes in partnership with Welsh Government • Property appreciation loans – support to older and vulnerable residents to adapt and improve their homes, where they would not necessarily have the financial means to do so. The loan takes the form of a legal charge against the property which becomes repayable when the property changes owners.
1.11	<p>School Building Works</p> <p>An annual allocation to fund the most urgent property works required at schools split across the regulatory / statutory and retained assets sections of the capital programme prioritised according to greatest need.</p> <p>The retained assets section has been increased by £0.100m from 2017/18 onwards to introduce a programme of toilet upgrades in both primary and secondary schools to ensure compliance with Education (School Premises) Regulations 1999 and Department for Education and Skills document "Toilets in Schools". There is currently a backlog of such works estimated to be in the region of £1.5m which is often reflected as a Health and Safety issue in Estyn inspections of schools.</p>
1.12	<p>Corporate Property Works</p> <p>An annual allocation to fund the most urgent property works required at non-school premises split across the regulatory / statutory and retained assets sections of the capital programme prioritised according to greatest need.</p>
1.13	<p>IT – Firewalls, Protection from Cyber Attacks</p> <p>To access Department of Works and Pensions systems in undertaking Housing Benefit work the Council must connect to the Public Sector Network (PSN). To connect to the PSN the Council’s security systems must meet accreditation standards, and to maintain accreditation the firewall currently in use needs to be upgraded as does the server which checks inbound e-mails and protects the Council from cyber-attack. Without these upgrades the Council will not meet the accreditation standards and performance in the service area will decrease as a result.</p>
1.14	<p>Flintshire Bridge</p> <p>The Flintshire Bridge is a complex and unique cable suspended structure that requires a variety of frequent and complex inspections to identify</p>

	<p>maintenance issues and remedial treatments. These inspections are classified as general, principal and special.</p> <p>General and principal inspections (revenue funded) are sufficient for the reinforced concrete form of the bridge, and these are undertaken at three and six year intervals, respectively. Special inspections are concerned with the cables, which are the most dynamic parts of the bridge. Significant defects can only be identified through special inspections, conducted at 10 year intervals which can be capitalised as they are necessary to ensure safe continued use of the asset. The 10 year inspection is now overdue, and is vital to ensure the continued safe use of the bridge. There is a risk that further capital works will be required depending on the results of the 10 year inspection.</p>
1.15	<p>Highways Asset Management Plan (HAMP)</p> <p>An annual allocation to fund the HAMP which includes resurfacing of the classified highway network, replacement programme for street lighting columns and structural maintenance.</p> <p>Whilst the Council has a statutory duty to maintain the Highways Network in a safe condition for travel, how the Council does this is not defined. WG set targets for road condition indices, and at present Flintshire is performing better than the target set as a result of significant additional investment from WG in recent years.</p> <p>A longer term view over the next 20 years needs to be considered with decisions made regarding how the Council wants the Highways Network to perform against the target set, alongside the annual investment required to achieve that target. Maintaining the current position would require annual investment of circa £3m. Discussions will take place as part of the development of the longer term Capital Strategy outlined later in the report.</p>
1.16	<p>IT Infrastructure</p> <p>Various schemes required to maintain service and business continuity;</p> <ul style="list-style-type: none"> • Network replacement – networking equipment will reach the end of its life during 2017/18 and will no longer be supported by the manufacturer. Failure to replace the equipment will result in reduced network performance. • Server replacement – the database server which supports Human Resource, Housing and Revenues and Benefits systems is reaching the end of its life and needs to be replaced. Failure to replace will result in reduced performance for these systems. • Replacement of equipment to ‘back up’ data – the equipment and technologies are outdated and need to be updated to ensure effective back up of data.

	<p>Officers from IT advise that all of the schemes above are absolutely necessary for business continuity at current performance levels, with real risks of reduced performance should the Council fail to invest.</p>
1.17	<p>Theatr Clwyd – IT Infrastructure</p> <p>Theatr Clwyd generates revenues ranging between £1.5 and £1.8m per annum through box office sales over the phone and via the internet. The IT infrastructure which support sales is old and failing at peak sale times (evenings and weekends) when limited corporate IT support is available. Upgraded systems with external support are needed to ensure the Theatr’s core business continues and customers and their theatre bookings are not lost.</p>
1.18	<p>Play Areas and Synthetic Sports Pitches</p> <p>An annual allocation to fund the most urgent requirements to;</p> <ul style="list-style-type: none"> • Replace play equipment that has reached the end of its useful life at play areas • Replace the playing surface of synthetic sport pitches which are in poor condition and have reached the end of their useful lives • Upgrade play areas
1.19	<p>‘Headroom’</p> <p>‘Headroom’ has been built in to the capital programme to enable the programme to be more flexible such that funding can be allocated to small schemes as they present in year either as a result of opportunities or unforeseen circumstances. An example would be the need to complete further highways works as a result of an exceptionally severe winter over and above any planned works funded from the annual allocation.</p>

Investment Section of the Capital Programme 2017/18 – 2019/20

1.20 Table 3 shows the proposed schemes for the period 2017/18 - 2019/20 for the Investment section of the Capital Programme.

Table 3

PROPOSED INVESTMENT SCHEMES 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Investment Section				
Community asset transfers*	0.250	0.250	0.000	0.500
School extension and remodelling				
Castell Alun High School - Hope	0.000	0.600	4.000	4.600
Glan Aber Primary - Bagillt	0.073	0.683	0.241	0.997
Property works at leisure centres / libraries	0.454	0.000	0.000	0.454
LD Day services facility*	2.045	1.955	0.000	4.000
Extension and remodelling of Arosfa**	0.100	0.000	0.000	0.100
Household recycling centres**	1.000	0.000	0.000	1.000
Total Investment Section	3.922	3.488	4.241	11.651
* Subject to approval of business case & confirmation of amount				
** Subject to grant funding becoming available during the year				

1.21 Schemes within Table 3 are explained in more detail below at paragraphs 1.22 to 1.29.

1.22 **Community Asset Transfers**

Capital funding has previously been granted to community groups to 'pump prime' Community Asset Transfers (CATs) with £1m of funding having been earmarked to date. To continue with the project a further £0.500m is needed.

1.23 **School Extension and Remodelling**

A high level suitability assessment of the entire school estate is nearing completion. The service is developing a range of criteria to assist in objectively prioritising school capital projects for inclusion within future capital programmes.

The following school buildings (see paragraphs 1.24 and 1.25) are considered to have the most pressing needs requiring extension and remodelling of current buildings. Construction will take place over more than four financial years and has phased start dates in order to make the overall

	capital programme affordable over the time period.
1.24	<p>Castell Alun High School</p> <p>To bring the school building up to current day standards providing facilities that are fit for purpose and suitable for delivering the future curriculum. The school would be extended with the provision of a new two storey Art and Design Technology block and remodelled in other areas. This will remove the need for mobile classrooms currently on site but which are nearing the end of their economic working life (and will need replacing). Start date 2018/19 financial year.</p>
1.25	<p>Glan Aber Primary School, Bagillt</p> <p>The school building currently has a number of issues including; classrooms which do not meet minimum size requirements for classes of 30 pupil places such that classes are being taught in the hall, resulting in the school being unable to deliver aspects of the PE curriculum. The proposed scheme will convert the existing hall to provide two suitable teaching spaces, with circulation, and the construction of a new hall at the appropriate size for the number of pupils on roll together with minor extensions to three classrooms to provide appropriate size and shape, more suitable for curriculum delivery. The scheme will take place over four financial years. Start date 2017/18 financial year.</p>
1.26	<p>Property Works at Leisure Centres and Libraries</p> <p>The buildings will be run by a separate entity under an Alternative Delivery Models (ADMs) in the future. Undertaking priority works highlighted within building condition surveys is key to enhancing service provision and the success of the ADM. Assisting the new organisations sustainability and prospects of maximising income generation. It is possible that some of the works may need to be completed within the 2016/17 financial year.</p>
1.27	<p>Learning Disability Day Services Facility</p> <p>The scheme involves a replacement day care facility with an option to include other community based facilities. The current building (Glanrafon) is not capable of supporting an efficient service and has reached the end of its useful life. A replacement facility is needed to transform the way the service is delivered.</p> <p>A full business case is being developed with construction starting in 2017/18 which will take place over more than a single financial year.</p>
1.28	<p>Extension and Remodelling at Arosfa Disability Short Breaks</p> <p>Arosfa is a short term care facility supporting children and young people who have a physical or learning disability. The facility is regularly oversubscribed meaning short term care has to be purchased out of county at additional cost. Capital investment is needed to refurbish the facility to provide an additional two bedrooms. This will generate revenue savings by reducing the costs of Out of County placements, and provide additional, higher quality</p>

short term care closer to home for our clients.

Welsh Government Intermediate Care Fund Grant will start the scheme in 2016/17. It is likely that further grant funding will be available in 2017/18, however, this cannot be confirmed at this point in time and therefore it is necessary to include within the Council's Capital Programme so that the works can be completed.

1.29 Household Recycling Centres (HRCs)

Cabinet, at its meeting in July 2016 noted progress in reviewing provision at and location of, HRCs, including an option for two additional large or 'super sites' to supplement the two existing facilities at Sandycroft and Greenfield. Cabinet is due to receive a full report on the preferred location and individual site layouts shortly.

Whilst costs are not yet fully finalised, the working estimate is in the region of £0.500m - £1m, with the possibility of further grant funding from Welsh Government.

Summary (Generally funded) Capital Programme 2017/18 – 2019/20

1.30 Table 4 below summarises the Capital Programme and available funding:

Table 4

SUMMARY (GENERALLY FUNDED) CAPITAL PROGRAMME 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Statutory / Regulatory Section	2.726	2.146	2.146	7.018
Retained Assets Section	3.287	2.350	2.350	7.987
Investment Section	3.922	3.488	4.241	11.651
Total (All Sections)	9.935	7.984	8.737	26.656
Estimated available general funding	10.201	6.634	6.634	23.469
Surplus / (Shortfall)	0.266	(1.350)	(2.103)	(3.187)

1.31 Table 4 shows that there is an overall shortfall in projected funding of £3.187m, with specific shortfalls in 2018/19 and 2019/20

To meet the shortfall the Council will potentially need to borrow to fund the schemes (unsupported borrowing commonly referred to as prudential borrowing), which has the impact of increasing debt financing costs of interest and revenue provision for repayment of debt in the revenue budget.

There is the potential for significant capital receipts to be generated during

	<p>the remainder of 2016/17 - with a current projection for a further £2.2m (low risk rating) to be received by the end of 2016/17, and, a further £2.8m with a moderate risk of slipping into 2017/18 as detailed in paragraph 1.04 above. A total of £5m, which is in excess of the shortfall.</p> <p>Furthermore over the period 2017/18 – 2019/20 a prudent estimate in the region of £7m of receipts is forecast.</p>
1.32	<p>The Council has developed a prudent policy of only allocating capital receipts to fund capital projects when receipts are actually received; rather than when we anticipate the receipt to be received, and this position continues to be the case.</p> <p>All of the schemes proposed for inclusion within the Capital Programme invest in assets and / or reconfigure models of service provision. They are pivotal to support the delivery of the Council’s strategic priorities outlined in portfolio business plans and the Improvement Plan.</p>
1.33	<p>There is also the possibility of grant funding from Welsh Government for some schemes which will reduce the borrowing requirement and the pressure in generating capital receipts.</p>
1.34	<p>The scheme at Castell Alun school costing £4.8m in total over a four year period will not begin until financial year 2018/19 by which time the capital receipts needed to fund the scheme should have been realised. In the event that capital receipts were not available, the scheme could be delayed until capital receipts are made available. Similarly, should the capital receipts be realised earlier the scheme could be brought forward and started earlier.</p> <p>Further, between the design phase and the construction phase of the larger schemes such as the schools and the Learning Disabilities Day services facilities there will be an opportunity to ‘pause and review’ such schemes to consider, amongst other things, the funding available before construction commences.</p>

Specific Grants and Borrowing

1.35 In addition to those schemes funded from general resources, as summarised in Table 4 above, there are also schemes funded from specific grants and unsupported (prudential) borrowing. A summary of known funding and borrowing commitments already approved is shown in Table 5.

Table 5

ESTIMATED AVAILABLE SPECIFIC FUNDING 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Specific Funding				
Specific Capital Grants	2.847	4.116	1.238	8.201
Unsupported (Prudential) Borrowing	6.653	5.406	1.239	13.298
Local Govt Borrowing Initiative - 21st C Schools	0.000	1.080	0.000	1.080
Total	9.500	10.602	2.477	22.579

1.36 At the time of setting the budget the details of many capital grants have not been released by WG and so are not included in Table 5 above. As details become available they will be reported to Members via the quarterly 2017/18 Capital Programme monitoring reports.

1.37 Details of the schemes funded by the above are shown in Table 6 below.

Table 6

SPECIFICALLY FUNDED SCHEMES 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Specifically Funded Schemes				
21st Century Schools - Band A	5.952	10.392	2.477	18.821
SHARP - Loans to NEW Homes for Affordable Homes	3.548	0.210	0.000	3.758
Total	9.500	10.602	2.477	22.579

The first scheme in table 6 is the continuation of the 21st Century School building programme – Band A schemes which includes completing the final works at schools in Holywell and Deeside 6th in Deeside and the works at Penyffordd Primary school and Connah’s Quay High school.

The second scheme in table 6 is the capital loan to the Council's wholly owned subsidiary, North East Wales Homes (NEW Homes) to build affordable homes on The Walks site in Flint as part of the Council's Strategic Housing and Regeneration Programme (SHARP). The loan is classed under accounting regulations as capital expenditure and therefore included within the Capital Programme.

The building of council houses for social rents forms part of the HRA activities and will be included within the HRA Capital Programme.

Summary Total Council Fund Capital Programme 2017/18 - 2019/20

1.38 Table 7 summarises the total proposals for the 2017/18 - 2019/20 Capital Programme.

Table 7

SUMMARY CAPITAL PROGRAMME 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Expenditure				
Statutory / Regulatory Section	2.726	2.146	2.146	7.018
Retained Assets Section	3.287	2.350	2.350	7.987
Investment Section	3.922	3.488	4.241	11.651
Specific Section	9.500	10.602	2.477	22.579
Total Programme (All Sections)	19.435	18.586	11.214	49.235
Funding				
General Funding	10.201	6.634	6.634	23.469
Grant Funding	2.847	4.116	1.238	8.201
Unsupported (Prudential) Borrowing	6.653	5.406	1.239	13.298
Local Govt Borrowing Initiative - 21st C Schools	0.000	1.080	0.000	1.080
Total Projected Funding	19.701	17.236	9.111	46.048
Surplus / (Shortfall)	0.266	(1.350)	(2.103)	(3.187)

Comments and Feedback from Corporate Resources Overview and Scrutiny Committee

1.39 The proposals were considered at a meeting of the Corporate Resources Overview and Scrutiny Committee open to all Members on the 20th January 2017. Members scrutinised the proposals in detail and were in support of all schemes included.

1.40 The Committee wished to raise their concerns regarding the Flintshire Bridge. The Committee accepted the need to complete the 10 year special

	<p>inspection in order to ensure continued safe used of the bridge. Concerns were raised about the results of the inspection and how the Council would fund the cost of any remedial works necessary should any be identified. Given the size and complexity of the structure the Committee questioned the bridge being the responsibility of a Local Authority, a position adopted many years ago when the bridge was constructed.</p> <p>The Committee suggested that the Council should formally respond to the current Welsh Government consultation on the preferred route into North Wales, to include making the route over the Flintshire bridge a trunk road and in doing so passing responsibility and any future liabilities over to Welsh Government.</p>
	Developing a Forward Capital Strategy and Asset Management Plan
1.41	The Capital Strategy and Asset Management Plan is being updated to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted service business models. The new Strategy will be more visionary and will be an evidential basis for the leverage of national funds to meet Council priorities.
1.42	The Council is a partner in the North Wales Economic Growth Strategy. Regional partners will be expected to co-invest in the Strategy with the Welsh and UK Governments. This is a major initiative for which priorities, and funding solutions, are under development.
1.43	Investment will be needed in the regional waste transfer station network to support the operation of the new regional energy from waste facility secured by the North Wales Residual Waste Treatment Project. The regional partnership is in discussion with Welsh Government over possible additional capital grant to subsidise the shared investment to be made by the five partner councils.
1.44	A feasibility study to assess options to increase provision at the Council's residential care homes is underway. This follows a recent detailed analysis of future demand for such services and consideration of the ability of private sector care home providers to effectively address an increase in future demand.
1.45	The Council will shortly be submitting schemes to Welsh Government for inclusion within Band B of the 21 st Century Schools Programme. Whilst WG's selection criteria and funding mechanism for Band B has not yet been confirmed, it is anticipated that Council's will have to fund a share of the costs. Successful schemes forming part of this programme would not commence until 2019 at the earliest.
1.46	A feasibility study is underway to review options and recommend a credible and affordable proposal for a redevelopment of the Theatr to be funded by national sources including the Arts Council of Wales Lottery Fund.
1.47	Implementation of 'Digital Flintshire' the Councils refreshed IT Strategy which will;

	<ul style="list-style-type: none"> ensure Information is treated as a key corporate asset ensuring it is compliant, accurate, relevant and secure so that it is used to design and deliver more effective and efficient services, and deliver secure, reliable, resilient and cost effective digital infrastructure that is responsive to the needs of the council and its customers
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2.00	RESOURCE IMPLICATIONS
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2.01	Financial consequences for capital resources are as set out within the report.
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2.02	As previously stated there are revenue consequences of borrowing in interest costs and revenue provision for debt repayment. The costs of supported borrowing and prudential borrowing for the 21 st century schools programme has been built into the Medium Term Financial Plan (MTFP).
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2.03	In the event that the Council needs to prudentially borrow to fund the investment section of the capital programme as outlined in paragraphs 1.31 to 1.34 the estimated revenue costs of borrowing are outlined in Table 8 below for information. This assumes that the borrowing is associated with the schemes which have a long estimated useful life over which to spread the debt financing charges, 50 years for school extensions. The costs are not included within the MTFP at present:
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Table 8

ESTIMATED DEBT FINANCING COSTS				
	Expd £m	Interest From year of expd £m	MRP 2019/20 onwards £m	Total Annual £m
Capital Expenditure Incurred				
2018/19 - School extensions	1.350	0.036	0.027	0.063
2019/18 - School extensions	2.103	0.056	0.042	0.098
Total	3.453	0.092	0.069	0.161

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	Comments from Corporate Resources Overview and Scrutiny Committee on the Capital Programme are included within the report.
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4.00	RISK MANAGEMENT
4.01	Any decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. When the Council sets its capital programme a separate report to assessing the affordability, prudence and sustainability of the capital plans called the Prudential Indicator report is produced which is included elsewhere on the agenda.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Expressions of Interest forms and Business Case forms completed by Portfolios Contact Officer: Liz Thomas, Finance Manager – Technical Accounting Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs</p> <p>Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset</p> <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>Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority's objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the Asset Management Plan (AMP) to form a single document</p> <p>Council Fund - The fund to which all the Council's revenue and capital</p>

expenditure is charged

Disposal - The decommissioning or transfer of an asset to another party

Financing - The process of allocating resources to meet the cost of capital expenditure, which can be done on a project, asset or whole programme basis. This contrasts with making the invoice payments relating to capital expenditure, which should be managed within the authority's overall treasury management policy

General Capital Grant - Annual capital grant from Welsh Government; the Council decides how to use the funding.

Housing Revenue Account - The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.

Local Government Borrowing Initiative (LGBI) - Similar to **supported borrowing**. In recent years as Welsh Government funding has been under pressure, schemes that would have been funded by capital grant have been funded by LGBI. Welsh Government provides the revenue support for borrowing costs incurred by the Council in borrowing to fund capital schemes (the difference with supported borrowing being that it's for a specific purpose aligned to Welsh Government priorities). LGBI has recently been used for highways maintenance and is now being used to part fund the Welsh Government element of the 21st century schools programme.

Non-current Asset - A resource controlled (but not necessarily owned) by an authority, from which economic benefits or service potential are expected to flow to the authority for more than 12 months

Prudential Code - The code of practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority's duty to determine the affordability, prudence and sustainability of its capital investment needs

Prudential Indicators - Required by the **Prudential Code**, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment

Revenue Expenditure - All expenditure incurred by an authority that cannot be classified as capital expenditure

Revenue Financing - Charges made to the revenue account to finance capital expenditure. May also be referred to as Capital Expenditure charged to Revenue Account (CERA).

Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing - Each year Welsh Government provide Council's with a Supported Borrowing allocation. Council's borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council

decides how this funding is spent.

Unsupported Prudential Borrowing - Borrowing administered under the **Prudential Code**, whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.

Whole Life Costs - The costs of acquiring or creating an asset, operating it, maintaining it over its useful life and finally any costs of disposal (i.e. the total cost of ownership).



CABINET

Date of Meeting	Tuesday, 14 February 2017
Report Subject	Housing Revenue Account (HRA) Budget 2017/18 & Capital Programme 2017/18
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Executive Chief Officer (Community & Enterprise) Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to present for approval the Housing Revenue Account (HRA) Budget for 2017/18, and HRA Business Plan.

RECOMMENDATIONS

1	That Cabinet Members approve and recommend to the Council, the HRA budget for 2017/18 as set out in the Business plan.
2	That Cabinet Members approve a rent increase of 2.5% (plus up to or minus £2) as set out in the business plan with target rents applied for new tenancies.
3	That Cabinet Members approve and recommend to the Council a garage rent increase of £1 per week and a garage plot rent increase of £0.20 per week.
4	That Members approve the proposed HRA Capital programme for 2017/18 as set out in Appendix 4.

REPORT DETAILS

1.00	BACKGROUND TO THE DRAFT HRA BUDGET AND HRA BUSINESS PLAN
1.01	<p>Considerations</p> <p>The HRA is required to produce a 30 year business plan. The first four years focuses on the achievement of the Welsh Housing Quality Standards (WHQS), Choices document promises kept, ongoing efficiencies made and 200 new council homes built. The longer term picture shows a strong account with surplus income over expenditure needs. This presents opportunities to do more to improve service delivery; provides reassurance that once achieved, the WHQS standard can be maintained, and could provide further capital funding for new build.</p> <p>The strategic context for this year’s HRA budget setting includes the following:</p> <ul style="list-style-type: none"> • The need to ensure the treasury management strategy continues to meet the Councils new and ongoing borrowing requirements; • Delivering a prudent plan for income maximisation; • Setting a balanced budget with 3% surplus revenue over expenditure; • Continued drive to ensure all service costs are efficient and that value for money can be achieved; • Maximisation of revenue efficiencies to minimise the borrowing required to meet WHQS by 2020; • Delivery of new build Council housing.
1.02	<p>Self financing</p> <p>Self-financing was introduced in April 2015 and is contained within the Housing Wales Act 2014. This policy change brings more self-determination for local council’s longer term. As part of introducing self-financing the Act contained a duty for the 11 Councils affected to make a one-off settlement payment of £920m, and it set the all wales limit of indebtedness for those individual local authorities. Flintshire’s borrowing cap is £144m.</p> <p>In summary, Flintshire’s borrowing requirements and/or limits for borrowing are (approximately) as follows:</p> <ul style="list-style-type: none"> • Existing HRA borrowing £25.7m • Borrowing to achieve settlement £79.2m • Total Borrowing for WHQS £15.3m • Total Borrowing for new build £24.8m <p>The initial borrowing of c£79.2m for buy-out resulted in a basket of loans of varying lengths in accordance with the Councils Treasury Management Strategy. External advice was sought and the recommendation was for</p>

	<p>the Council to continue to operate a single debt pool approach, providing maximum flexibility.</p> <p>The current borrowing assumptions for 2017/18 are:-</p> <ul style="list-style-type: none"> • Borrowing for WHQS £4.1m • Borrowing for new build £7.7m <p>This will take borrowing levels up to £125m once the minimum revenue provision has been deducted.</p>
1.03	<p>Rents</p>
	<p>The Social Housing Rents policy was introduced by Welsh Government (WG) in April 2015 for local authorities and is in place for five years. The policy aims to achieve rent convergence between Council and Housing Association rents over time.</p> <p>Welsh social rent policy is devolved from the U.K government. There has been pressure however, to follow the UK Government requirement for social landlords in England to reduce social rents by 1% for each of the next four years. WG sought evidence from social landlords across Wales on the impact this change would make to business plans and has decided to retain the current rent policy for 2017/18.</p> <p>In a written statement on the 21st November 2016, the Department of Works & Pensions (DWP) Secretary for State announced that the Government proposes that the local housing allowance (LHA) cap for tenants living in general needs social housing will be applied from April 2019. When this proposal is implemented, rents for many 1 bedroom properties in Flintshire will reach the cap quite quickly. This could have negative impacts on the HRA business plan and the viability of some new housing developments.</p> <p>The WG rent policy requires all service charges to be disaggregated from rents. The Council is in the process of completing this.</p> <p>There is flexibility for each landlord to set the rent band at either target rent, 5% below or 5% above. The Council agreed to set Flintshire rents at target to support tenant affordability.</p> <p>The rent policy sets out the total target rent band for each landlord. The Councils target rent for 2017/18 is £91.69. Currently the Councils average rent is £85.87. Where a landlord's weekly rent is lower than the target rent band, transitional protection applies to tenants. In any year a landlord is not permitted to increase the rent for any individual tenant by more than £2 per week in addition to the agreed average annual rate of rent increase for the sector as a whole. The inflation indices used for uplifting rents each year are based on Consumer Price Index (CPI) at the previous September and a real increase percentage of 1.5.</p> <p>CPI for September 2016 was 1% plus 1.5% giving rent inflation for 2017/18 of 2.5%.</p>
1.04	<p>Garage Rents</p>

	Garage rents are currently charged at £5.61 per week and garage plots £1 per week. An increase of £1 per week is proposed for garages and £0.20 for garage plots.
1.05	Capital programme
	<p>£20m has been built into the WHQS and Asset investment programme for 2017/18. This includes provision for internal work streams, external enveloping works, environmental programmes, fire risks and Disability Discrimination Act (DDA) works, Asbestos, off gas and energy efficiency works. Cabinet has approved the Asset investment plan to achieve the WHQS by 2020 and the budget set will ensure that the council is still on track to meet its commitment to achieve the standard.</p> <p>In addition, £7.704m of prudential borrowing has been budgeted in 2017/18 for Council housing building schemes.</p> <p>Attached to this report for Cabinet approval: -</p> <ul style="list-style-type: none"> • HRA Business Plan – Appendix 1 • 30 year HRA business plan summary - Appendix 2 • HRA business efficiency & investment proposals - Appendix 3 • Capital programme for 2017/18 - Appendix 4

2.00	RESOURCE IMPLICATIONS
2.01	The HRA is a ring fenced budget. This HRA budget and Business Plan demonstrates that the council can achieve the WHQS by 2020, can meet service improvement plans and commitments and with prudential borrowing can continue its Council house building programme in 2017.
2.02	Additional staff have been appointed to deliver an accelerated WHQS programme. The funding for these posts is provided for in the WHQS programme.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The draft budget will be discussed with the Tenants Federation at their February meeting.
3.02	Detailed consultation has been undertaken with tenants and elected members to inform the preparation of the WHQS investment programme.
3.03	Full local consultation is carried out for each new build scheme.

4.00	RISK MANAGEMENT
4.01	The Council has agreed a Rent Policy which will see rents at benchmark levels, rather than taking the opportunity to set at 5% per cent above the benchmark. This decision was taken to safeguard affordability for tenants.
4.02	Stock investment delivery plans will enhance the appearance of the

	environment and will contribute toward the Council's CO2 reduction targets.
4.03	All households will benefit from the Councils WHQS programme. The impact of the investment planning and efficiencies is being modelled for various customer groups to ensure that there is no disproportionate impact on any groups with protected characteristics.
4.04	The Business Plan assumes a confirmation of Major Repairs Allowance (MRA) for the full 30 year life of the Business Plan.

5.00	APPENDICES
5.01	Appendix 1 - HRA Business Plan Appendix 2 - 30 year HRA Business Plan Summary Appendix 3 - HRA business efficiency and investment proposals Appendix 4 - Capital programme

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Clare Budden, Chief Officer (Community & Enterprise) Telephone: 01352 703800 E-mail: clare.budden@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Financial Year: the period of 12 months commencing on 1 April 2017.</p> <p>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.</p> <p>Capital expenditure: money spent by the organisation on acquiring or maintaining fixed assets, such as land, buildings, and equipment.</p> <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> <p>Treasury Management: the Council has adopted the Chartered Institute of Public Finance Accountants (CIPFA) Treasury Management in the Public Services: Code of Practice. Treasury Management is conducted in accordance with the Council's Treasury Management Policy and Strategy Statement and Treasury Management Practices which are both reviewed annually. All borrowing and long term financing is made in accordance with CIPFA's Prudential Code.</p>

	<p>Major Repairs Allowance: Welsh Government grant paid to local authorities in Wales who still manage and maintain their council housing.</p>
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FLINTSHIRE HOUSING REVENUE ACCOUNT:

BUSINESS PLAN



2017 - 2047

INTRODUCTION

The HRA funds the landlord function of the council for 7,189 homes. This includes repairs and maintenance, including upgrading properties and environmental improvements, neighbourhood management including resolving anti-social behaviour and estate caretaking, income collection and customer involvement.

BACKGROUND

The budget was set in 2016 for the thirty year period 2016/2046. Value for money principles were adopted to maximise resources for stock investment, service improvement and new build. It did, as with any business plan, make some financial assumptions, and therefore any aspects which were adopted will need to be kept under review to ensure that assumptions reflect actual costs, performance and risks on an annual basis.

This report will highlight how we actually performed during 2016/17 and report any changes to the financial assumptions agreed in 2016/17 based on new information.

2012 HOUSING BALLOT – CHOICES DOCUMENT

In 2012, the council balloted its tenants on the option for 'stock transfer'. This process involved making commitments to tenants on service quality and performance, should tenants opt to stay with the council or move to an alternative landlord. 71% of tenants used their vote, with 88% choosing Flintshire County Council to remain as their landlord.

This plan and budget proposals once approved will provide sufficient resources to ensure that all promises made to tenants in the Choices document can be delivered. At the time of the ballot a 5 year stock improvement programme was promised which would provide full kitchen and heating replacement schemes with limited work streams for other property fixtures. At this stage the full WHQS standard could not be delivered until 2038.

Since that time, following detailed cost and investment analysis work, robust efficiency plans and improved performance (coupled with relatively low levels of borrowing), the investment programme has been accelerated and full achievement of the standard can be delivered by 2020.

RESOURCES FOR 2017/18

Rents

The Social Housing rents policy was introduced by Welsh Government in April 2015 for local authorities. This policy was aimed at achieving rent convergence between council and housing association rents over time.

Welsh social rent policy is devolved from the U.K government. There is pressure however, to follow the UK Government requirement for social landlords in England to reduce social rents by 1% for each of the next four years. Welsh Government sought evidence from social landlords

across Wales on the impact this change would make to business plans and has decided to retain the current rent policy.

In a written statement on the 21st November 2016, the DWP Secretary for State announced that the government proposes that the local housing allowance (LHA) cap for tenants living in general needs social housing will be applied from April 2019. Should this proposal be implemented rents for many 1 bedroom properties in Flintshire would reach the cap quite quickly. This could have negative impacts on the HRA business plan and the viability of some new housing developments.

The WG rent policy required all service charges to be disaggregated from rents by April 2016. There is flexibility for each landlord to set the rent band at either target rent, 5% below or 5% above. Cabinet decided to set Flintshire rents at target to support tenant affordability.

The rent policy sets out the total target rent band for each landlord. The councils target rent band for 2017/18 is £91.69. Currently the Councils average rent is £85.87. Where a landlord’s weekly rent is lower than the target rent band, transitional protection will apply to tenants. In any year a landlord will not be permitted to increase the rent for any individual tenant by more than £2 per week in addition to the agreed average annual rate of rent increases for the sector as a whole.

The inflation indices to be used for uplifting rents each year will be based on CPI at the previous September and a real increase percentage of 1.5% will be applied to the inflation indices. CPI for Sept 2016 is 1% plus 1.5% giving rent inflation for 2017/18 of 2.5%. Anticipated Rental (including voids rent loss) and other income for the three year period 2016/17, 2017/18 and 2018/19 are shown in the table below:

Garage Rents

Garage rents are currently charged at £5.61 per week. We are proposing an increase of £1 per week. Garage plots are currently a £1 per week. We are proposing a .20p per plot per week increase.

Anticipated Rental (including voids rent loss) and other income for the three year period 2017/18, 2018/19 and 2019/20 are shown in the table below:

Year	Net Rental Income	Other Income	Total Income
2017 – 2018	£30,850,000	£ 1,292,000	£ 32,142,000
2018 – 2019	£32,032,000	£ 1,664,000	£ 33,696,000
2019 – 2020	£33,916,000	£ 1,735,000	£ 35,651,000

Rent Charges		2017/18				
		£'s			No.	
		Target Rent	Average Transitional Rent	Variance	Equal to / above Target Rent	Below Target Rent
Property Type	No. of Properties					
G1Bedsit	21	65.71	65.78	0.07	21	0
G1bungalow	12	81.71	85.06	3.35	3	9
G1Flat	163	76.42	76.27	-0.16	150	13
G1House	1	81.71	72.84	-8.86	0	1
G2Bungalow	3	90.78	83.83	-6.96	0	3
G2Flat	293	84.64	82.33	-2.31	78	215
G2House	710	90.78	85.56	-5.22	190	520
G2Maisonette	9	82.14	82.14	0.00	9	0
G3Bungalow	4	99.86	99.02	-0.84	3	1
G3Flat	41	92.85	88.61	-4.24	11	30
G3Maisonette	1	90.35	90.35	0.00	1	0
G3House	3,147	99.86	91.26	-8.60	335	2,812
G4House	126	108.94	98.12	-10.82	13	113
G5House	5	118.02	106.24	-11.78	1	4
G6House	5	118.02	110.62	-7.40	2	3
M1Mini Group Bungalow	299	81.71	77.60	-4.10	97	202
M1Mini Group Flat	116	76.42	76.47	0.04	114	2
M2Mini Group Bungalow	94	90.78	86.07	-4.72	29	65
M2Mini Group Flat	23	84.64	83.68	-0.96	2	21
M3Mini Group Bungalow	1	99.86	99.86	0.00	1	0
S1Sheltered Bedsit	63	65.71	66.01	0.30	63	0
S1Sheltered Bungalow	851	81.71	78.09	-3.61	218	633
S1Sheltered Flat	321	76.42	76.39	-0.04	314	7
S1Sheltered House	1	81.71	78.96	-2.74	0	1
S2Sheltered Bungalow	508	90.78	83.74	-7.05	64	444
S2Sheltered Flat	306	84.64	84.44	-0.20	236	70
S2Sheltered House	1	90.78	81.94	-8.84	0	1
S2Wardens Bungalow	2	90.78	90.78	0.00	2	0
S2Wardens Flat	5	84.64	84.64	0.00	5	0
S2Wardens House	1	90.78	86.55	-4.23	0	1
S3Sheltered Bungalow	4	99.86	94.93	-4.94	2	2
S3Wardens Bungalow	16	99.86	97.78	-2.08	6	10
S3Wardens Flat	1	92.85	91.52	-1.33	0	1
S3Wardens House	20	99.86	93.25	-6.62	3	17
SO3Shared ownership houses	15	99.86	90.81	-9.05	2	13
	7,189	91.69	85.87	-5.82	1,975	5,214

Note

G = General Need

S = Sheltered

M = Mini Group (over 55s with no warden service)

The number equates to the number of bedrooms the property has for example a G3house is a general need 3 bed house.

The above chart shows the transitional rents chargeable to Flintshire tenants under the new rents policy from 2017/18 and how they compare to target rents. The average rent chargeable for 2017/18 is £85.87 some £5.82 below the weekly target rent under the new policy. There are currently 1,975 (27%) tenancies at target rent.

Empty Properties

Void rent loss is currently at 1.41 % of rental income. The business plan continues to assume this level of void rent loss.

Service Charges

By April 2016, the Welsh Government expected all social landlords to separate services from rents and introduce charges, to recover the cost of services in addition to rent. Prior to this the cost of these services were spread across all tenancies. Through the separation of service charges from rents, tenants are able to see how much they pay for the rent of their home and how much they pay for any additional services that they receive e.g. aerials, laundry services, window cleaning and communal cleaning.

The introduction of service charges aims to achieve greater transparency and fairness for tenants, providing greater accountability whilst helping to improve both the efficiency and quality of services being delivered.

The Council is currently working in collaboration and sharing best practice with three other North Wales stock retaining Councils. These being Wrexham, Denbighshire and Isle of Anglesey.

Flintshire is implementing service charges on a phased basis for existing/ongoing tenancies. From April 2015 all new tenants pay for services. A tenant consultation exercise will commence in June 2017 to discuss service disaggregation (such as individual gardening).

With the exception of services provided for the benefit of individuals, the service charges outlined above are all currently 'housing benefit eligible'. Currently, 67% of all Council Housing tenants were in receipt of full or partial housing benefit.

Expenditure

Proposed financial changes to the 2017/18 business plan

HRA Business Planning

Efficiencies

No	Section	Description	Type	2017/18 £m	Notes
1	Various	Price Inflation	Service Efficiency	(71,182)	During the 2016/17 business planning process, we had built in an element of price inflation. We have removed this price inflation to help fund some of the pressures the HRA is facing.
2	Estate Management	Estate Caretaker	Structural Review	(18,667)	Removal of vacant position
3	Management & Support	Handy Person	Structural Review	(38,488)	This vacant position is being removed from the budget as the estate caretakers are completing this work.
4	Various	Employee Travel	Service Efficiency	(11,091)	A result of the review of essential car users and rates.
5	Management & Support	Conference/Seminars	Service Efficiency	(13,544)	A reduction in the conference budget.
6	Estate Management	Supplies & Services	Service Efficiency	(4,165)	A review of supplies and services budgets.
7	Housing Asset Management	Fleet Costs (Disabled Adaptations)	Service Efficiency	(40,000)	We are able to capitalise the cost of vehicles used for the capital works on adapted properties.
8	Estate Management	Neighbourhood Housing Assistant	Structural Review	(19,310)	Removal of vacant position.
		Total HRA		(216,447)	

Investment Decisions/Cost Pressures

No	Section	Description	Type	2017/18 £m	Notes
1	Income	Reduction in income arising from phased implementation of service charges	Income Pressure	311,428	Reduction in income in line with phased introduction of Service Charges
2	Housing Programmes	SHARP - Site Investigation Fees/Other Costs	Service Improvement	79,000	Revenue budget to support the cost of the SHARP which cannot be capitalised (e.g. legal fees, land valuations)
3	Estate Management	Gardens	Service Pressure	55,000	Reflective of increased contract costs
4	Estate Management	Laundry	Service Pressure	14,000	Reflective of increased contract costs
5	Estate Management	Aerials	Service Pressure	20,000	Reflective of increased contract costs
6	Estate Management	Window Cleaning	Service Pressure	10,500	Reflective of increased contract costs
7	Estate Management	Communal Cleaning		9,000	Reflective of increased contract costs
8	Housing Asset Mgmt	Waste Removal	Service Pressure	20,000	Reflective of increased contract costs
9	Housing Asset Mgmt	Electrical Qualifying Officer	Service Improvement	40,226	Additional position introduced to cover Health & Safety requirements
10	Management & Support	Insurance	Historic Budget Flaw	78,000	To correct a budget flaw
11	Estate Management	Revenues Manager	Service Pressure	16,772	To reflect a charge of 25% to the HRA for work on rent collection.
12	Management & Support	Apprentice Levy	Service Pressure (national policy)	37,129	New national policy (0.5% of payroll)
13	Landlord Services	Servicing & Adhoc Call Outs	Service Pressure	40,000	(e.g. smoke alarm testing, lift maintenance).
		Total HRA		731,055	
		Grand Total HRA		514,608	

Staff and associated costs

The business plan includes 231.53 established Positions (FTE) within the Housing Revenue Account in 2017/18.

Housing Asset Management

Housing Asset Management (HAM) includes Responsive repairs, voids, WHQS and cyclical works and Disabled adaptations. Total FTE's for HAM assumed in the plan are 175. The revenue budget for 2017/18 is £8.457m.

Estate Management

Estate Management includes Rents, Anti-Social Behaviour, Tenant participation and Tenancy management services. Total FTE's assumed in the plan are 33.8. The planned budget is £1.647m.

Landlord Services

Landlord Services includes all costs associated with service charges and landlord costs for communal buildings. Total FTE's assumed in the plan for Landlord Services are 8.0. The planned budget is £1.318m.

Management & Support Services

Management & Support Services include Finance and cash collection, I.T, member services, HR and Training, Legal, Insurance, Buildings, admin and corporate management costs. The FTE's assumed on the plan for Management & Support Services are 14.68. The planned budget is £2.320m.

Capital Financing

Financial Year	New Loans	New Loans	Mid Year	Total Costs	Closing HRA Debt	Limit on indebtedness	Borrowing Capacity
	Build Programme	WHQS					
2017.18	£7,704,000	£4,100,000	£119,983,027	£7,500,531	£124,732,693	£143,934,209	£19,201,956
2018.19	£5,378,667	£3,500,000	£127,924,700	£7,956,858	£131,116,706	£143,934,209	£12,817,503
2019.20	£5,166,667	£1,400,000	£133,088,872	£8,268,822	£135,061,039	£143,934,209	£8,873,170

As per the self-financing agreement introduced in April 2015, the borrowing limits agreed for the council were £15m for new build, £25m for WHQS and £107.2m for the buy-out. This new borrowing in addition to existing borrowing gave us a debt cap of £143.9m (limit on indebtedness above).

The above table shows the planned new borrowing for WHQS and new build alongside the closing HR debt balance and borrowing cap. The level of borrowing remains within the cap. The capital programme for 2017/18 is £20.040m of which the majority is allocated to achieving the Welsh Housing Quality Standard.

Strategic Housing and Regeneration Programme (SHARP) - Council House Build Programme

Following Cabinet approval in September 2014 Flintshire has made good progress to deliver upon its strategic vision of developing 500 new (200 council, 300 affordable) at a range of sites across the county over the next five years. Wates Residential were appointed as the Council's development partner in June 2015, and in addition to the council's ambitious house-building programme, a range of linked regeneration and community benefit initiatives are also being delivered. These include;

- Environmental protection and improvements;
- Development of sub-contracting and supply chain opportunities including transparency of opportunities and award procedures including advertisement through Sell2Wales;
- Increased social return on investment through engagement and consultation with the community;
- Workforce and training initiatives.

SHARP Tranche 1

Tranche 1 of the SHARP is underway, delivering 42 new Council homes on The Walks, Flint and at Custom House School, Connah's Quay. The breakdown of property types is shown below:

Property Type	The Walks, Flint	Custom House School, Connah's Quay
1Bed Apartment	4	-
2 Bed Apartment	2	-
2 Bed House	18	8
3 Bed House	6	4
Sub Total	30	12
Total	42	

Custom House School, Connah's Quay

Custom House, Connah's Quay is the first completed scheme to be delivered through the SHARP, with tenants moving into the new properties at the beginning of December 2016, 2 months ahead of schedule. A Local Lettings Policy has been developed to ensure local people are prioritised for the scheme.

There has been a number of consultation events where Councillors, members of the local community and future tenants have visited the site. This has been well received and has raised the profile of the SHARP Council housing building programme.

The Walks, Flint

The build for the scheme commenced March 2016, with a projected completion of March 2018. In addition to the 30 Council properties, 62 affordable units will also be delivered on the site. These properties will be managed by the Council's NEW Homes Housing Company which was set up in April 2014 to assist those families living in Flintshire who do not qualify for Council properties due to their income being too high, but do not have sufficient income levels to access the private rented or low cost home ownership markets.

The Council and NEW Homes are developing joint estate management and maintenance policies to ensure all tenants living on the scheme receive an equitable, high quality service from both landlords. Similarity to the Custom House scheme, a Local Lettings Policy will be implemented, which will be consulted upon early in 2017 in preparation for allocations.

In addition to addressing housing need from the Council's Housing Register, the scheme will also assist applicants from its Specialist Housing Register who are in need of adapted and specialist accommodation.

SHARP Tranche 2

Sites for tranche 2 have been agreed, planning approved and pre-development work is underway. Consultation has taken place for each scheme with the local Member and communities. The site location and mix is outlined in the table below.

Site location	1 Bed Apart	2 Bed Apart	2 Bed House	3 Bed House	2 Bed Bung.	Total
Maes y Meillion and Heol Y Goron, Leeswood		4	3	2	4	13
Redhall, Connah's Quay			5			5
Dairy Site, Connah's Quay			3	3		6
Ysgol Delyn, Mold			10	6		16
Melrose Centre, Aston	2		2	2		6
The Police Station, Flint						tbc
Total						46

SHARP Tranche 3

The Council is currently in the process of undertaking detailed site feasibility works on a number of additional sites for inclusion in Tranche 3. These sites will be presented for Council approval in spring 2017. A projected £15.5M from the Council's Housing Revenue Account Borrowing Cap is proposed for the Council's House Building Programme.

Social and Economic Return on Investment

The following table provides a summary of the Social and Economic return on investment to date for the tranche 1 schemes at Custom House, Connah's Quay and The Walks, Flint. Going forward this will be measured and recorded for both the SHARP and WHQS programmes.

Employment & Training

Table 1. SHARP Community Investment Performance Batch 1 Sites	
Benefit	Narrative
Employment and Training	
194	Local people have benefited from Employment & Training Initiatives on this project
653	Training/employment weeks have been created for local people
3640	Hours have been invested to support these people by Wates staff
£195,090	Is the value of investment into training local people
Investing in the local economy	
£1,497,241	Has been spent with local small businesses on this project
£2,440,503	Economic Benefit has been generated for the local community as a result of this spend
£19,460	Has been invested into Social Enterprises on this project
Investing in the Community	
229 Hours	have been invested into volunteering in the community
£21,781	Has been invested into local charities / community causes
£2,676,834	Worth of Economic, Environmental and Social Value has been generated on this project
*According to FSB, 63 pence of every £1 spent locally with an SME is reinvested into the local economy for the Batch 1 sites (Custom House and The Walks).	

Flintshire Apprenticeship Academy

In October last year, the Council started working with Futureworks Flintshire to set an Apprentice Academy in the county. The academy is helping to maximise the creation of skilled local people through apprenticeships, which are needed for the Council's SHARP housing construction and WHQS refurbishment programmes over the next five years.

Council construction contracts always place a requirement on the contractor to provide apprentice opportunities and to recruit local labour, however it is often difficult to complete the apprenticeships owing to the nature of the contracts. The creation of this academy will ensure that full apprenticeships can be made and delivered.

Futureworks Flintshire is a community interest company which has the relevant experience, the right culture and values to be a close partner to the Council and working with a third party reduces significantly the cost of scheme administration for the Council.

Currently four apprentices are working with council-appointed contractors three with Wates Residential and one with Keepmoat.

BRIEF SUMMARY OF RECENT SERVICE CHANGES / EFFICIENCIES ALREADY ESTABLISHED

Delivering the Choices Document promises

Since the positive ballot result for the future ownership of the council housing stock, the council has focussed on delivering the promises made to tenants in the Choices document. These included both service improvements and stock investment. A number of the successes are detailed below;

- Increased the number of Tenant Liaison Officers from 3 to 5 full time, this has resulted in a significant reduction in the number of customer phone enquires in relation to the improvement programme.
- Restructured Capital Works team, investing in clerk of works and system support staff, to ensure continued smooth delivery of the WHQS programme up to 2020
- Remodelled the caretaking function to provide Handy person services to our most vulnerable customers without increasing costs, service will be reviewed in 17/18 to assess options around income generation.
- Implemented the Flintshire “lettable standard” for all empty properties after extensive consultation with customers which should increase satisfaction with new tenancy and reduce customer enquiries

Supporting customers in their homes through Adaptations

As from the start of the current financial year we have operated two categories of work for Disabled Facility Grants. Major and Minor adaptations. Minor consists of small works up to the value of a thousand pounds. Major adaptations consist of large value works which can be at a value of between £5k up to £30k.

Up to the end of quarter three we have logged 278 jobs for major adaptations with a committed value of £ 438,473 and ongoing/complete work for minors at 467 jobs with a committed value of £54,867.35. The overall budget for DFG work is £1m.

Service Transformation

Service reviews on all areas of the business have continued during the year, staff and customers have been involved in ensuring that key services are providing value for money, meet customer expectations and increase productivity. Some of the achievements in 2016/17 are:

- Restructure of Housing Management teams to allow a clear focus on new customers and existing customers through introducing dedicated teams for both. This will ensure the right people are allocated the right property making tenancies more sustainable.
- Upgraded the IT systems used to manage ASB which will allow for improved monitoring of performance, customer satisfaction and case management.
- Implemented new “self-serve” procedure for customer decorating materials, allows customer to order on line and reduces management and administration costs
- Reduced void security costs by £110 k by only using physical security on “higher risk” voids
- In advanced discussions with a local Social Enterprise to deliver void clearance services, employing Flintshire tenants and creating further job opportunities, by April 2017

Welsh Housing Quality Standards

WHQS – The Journey So Far

The Delivery programme continues to operate on a geographical split by using distinct “districts” to package WHQS work into manageable contracts. Customer consultation continues to take place in order to capture customer feedback ensure that the programme meets customer expectations, any lessons learnt are turned into actions for service improvement. Methods for systematically measuring individual customer satisfaction are currently being developed and will be implemented in 2017/18.

Work Streams are packaged in the following way:

WHQS – Work Streams

- The Internal Works will comprise of Kitchens, Bathroom and Heating Upgrades.
- The Envelope Works will consist of the following elements; Roofing, Chimney Repairs, Rain Water Goods, Rendering/ Pointing, Windows/ Doors etc.
- The External Works will consist of Footpaths and Fencing etc. within the curtilage of the properties.
- The Environmental Work Stream is set to target issues that affect the community such as parking and communal walk ways and ensuring best use of garages and associated land.

In addition to the main work streams listed above, the Capital Works team have also concentrated on the two clusters of non-traditional housing to increase fuel efficiency in those properties. The Easiform properties in the Holway estate are being treated presently and will be finished this financial year providing much needed improvements to the estate.

The three Tower blocks at Flint have now been renovated and provide excellent facilities for the occupants. The Towers have benefited from new internal heating pipework fitted following the demolition of the surrounding Maisonettes, the pipework was not fit for purpose and was renewed to increase efficiency in heating the blocks and to reduce the demand for future repair and maintenance. To improve fire safety a Sprinkler system was fitted retrospectively to provide additional protection and reassurance to the occupants of the blocks.

The environmental work stream has taken advantage of additional Vibrant and Viable funding, providing a new lease of life to the flats located at Pen Y Lan Courts in Connahs Quay. The complex now provides a much more aesthetically pleasing landscape and provides additional security measures to the blocks.

Delivery figures for 2016-2017

YEAR 2 2016-2017	WORK STREAM	DISTRICT	PROPERTIES	TOTALS	
	<i>Internal Works</i>	WHOLE HOUSE (K&B&H)	Deeside & Saltney	275	581
			Mold	306	
		Kitchens & Bathrooms	Holywell Flint	276 173	449
	Bathrooms & Heating	C'Quay & Shotton	368	368	
	<i>Envelope Works</i>	WHOLE HOUSE	Flint	209	209
		Gutter Line & Above Works	-	-	-
		Gutter Line & Below Works	-	-	-

WHQS Programme Out-turns

2014-15	Planned	Delivered
Heating Upgrades	600	966
Kitchen Replacements	922	1,023
Smoke Detectors	475	439
Bathroom Replacements	120	127

2015-16	Planned	Delivered
Heating Upgrades	334	192
Kitchen Replacements	1,129	1,393
Smoke Detectors	500	508
Bathroom Replacements	1,507	1,688
Roofs	317	112
Windows Doors	317	112

The Heating Upgrades are slightly behind as some customers have shown a reluctance to switch from oil / solid fuel due to low oil prices, staff continue to work closely with these customers to sell the benefits of upgrade, plus oil prices are now on the increase which should have an impact.

The Envelope work stream (Roofs, windows and Doors) was also behind programme for the year, factors influencing this were the contract being the last major tender to procure which resulted a later start on site.

Another contributing factor to this particular programme has been the renewal of Scottish Power cables on the Holway Estate.

I.T system- Anti- Social Behaviour Case Management

The upgrade of the current ReACT System to the latest version will further enhance the ability to effectively manage the Tenancy Management and Enforcement element of the service – there will be an enhanced ability to monitor costs of cases to be tracked to ensure value for money as well as helping improve performance by enabling effective case and performance management. This has been enhanced further with the introduction of a customer satisfaction survey from Quarter 2 of 2015/16 in relation to ASB case management with 66.7% recorded satisfaction.

During the first 2 quarters of 2016/17 there have been:

- 5 Postponed Possession Orders obtained
- 3 Mediation referral
- 1 Injunction
- 13 Referrals to Police and relevant support services

During the period there has been further development of effective partnerships with a wide range of agencies including Police, mental health, drug and alcohol services and tenancy support due to the complexity of the ASB cases. This has led to an increased focus on early intervention and support alongside legal enforcement action.

There is to be a revision of the current ASB procedure to ensure compliance with current legislation and best practice which will further enable the team to take consistent, effective and appropriate action when dealing with Anti-social Behaviour on the estates.

New proposals for efficiencies and service improvement

This plan provides additional efficiencies of c£0.216m. The principles underpinning the efficiencies are as follows:

- Procurement and contract management
- Realising and releasing capacity
- Improved performance
- Increased customer satisfaction

FUTURE FORECASTING & DEMAND

The demand for social housing is nationally outstripping supply, so there is minimal risk to the HRA not having sufficient demand for its properties in general terms. However, the design and location of some properties has resulted in low demand which incurs costs for the council through rent loss.

Discussions have started with colleagues in Social Services to explore further options, for best use of sheltered accommodation, which fit in with their longer term strategic plans.

WHQS must be achieved by 2020/2021 requiring an investment of £107m (stock condition survey figure pre inflation) however it can be assumed that this additional investment will have a positive impact on the demand for repairs, and the scale of investment needed post 2020/21. Completion of the works will gradually (from April 2015), release capacity for the DLO workforce to undertake capital work streams.

WHAT THE FUTURE SERVICE WILL LOOK LIKE AND WHAT NEEDS TO CHANGE:

- Review of Asset Management Strategy to ensure all stock is fit for both current needs and emerging needs, particularly those residents affected by Welfare Reform;
- Implement a revised Performance Management Framework across all services and continue to make best use of business intelligence from IT system;
- Housing Management and Housing Asset Management working together to implement estate wide improvements. and protect council property assets ;
- Introduction of more customer self-serve options to reduce transaction cost and promote channel choice;
- Following implementation of housing management restructure provide a more proactive management and maintenance service that will improve tenancy sustainability, enforce tenancy conditions and ultimately protect WHQS investment;
- Develop IT system to enable “Right First Time” response to repairs and other customer enquiries to be performance managed;
- All repairs undertaken through appointment and scheduling system;
- More automated workflows through Civica and Capita System;
- Implement revised Customer Involvement Strategy that will enable performance to be challenged at a local neighbourhood level and ensure methods of involvement and feedback are in line with customer preferences;
- Improve methods of collecting and analysing customer satisfaction across all key service areas;
- Deliver the new ‘handypersons’ service in line with service objectives and review potential to charge.
-

RISK MANAGEMENT

A risk management plan has been developed for the WHQS programme and this is regularly monitored by both scrutiny committee and the Cabinet. Reports have also been considered on progress of the Choices Document promises by Scrutiny Committee and by regular reporting to tenant’s conferences and the Tenants Federation. The risk register below is updated and monitored monthly at the HRA Programme Board.

Ref	Description/Issue	Risk	Mitigation Act (MA) / Response Plan (RP)
1	MRA funding certainty - MRA is	<ul style="list-style-type: none"> • MRA funding is only guaranteed 	<ul style="list-style-type: none"> • Ensure delivery of WHQS programme

Ref	Description/Issue	Risk	Mitigation Act (MA) / Response Plan (RP)
	included within the HRA 30 year Business Plan at £5.0m per annum	<ul style="list-style-type: none"> • year on year • MRA funding not received 	<ul style="list-style-type: none"> • Fully complete Welsh Government MRA returns on a quarterly basis • Lobby Welsh Government on need for MRA to continue to invest in the Housing stock • Monitor and review at HRA Programme Board
2	Meeting the WHQS by 2020 - Delivering a significantly increased investment programme	<ul style="list-style-type: none"> • Annual Programme not delivered to targets • Major supplier issues • Contractor performance or contractor viability issues • Loss of key staff • Recruitment to delivery team • Significant stock condition issues • Tenant satisfaction 	<ul style="list-style-type: none"> • Effective contractor management • Appoint sufficient resource in delivery team • Develop a revised delivery team structure • Appoint additional Tenant Liaison Officers • Post inspection of completed work • Monitor and review at HRA Programme Board
3	Delivering the New Build Programme by 2020	<ul style="list-style-type: none"> • Insufficient or unsuitable land and /or complex ownership issues, • not maximizing commercial opportunities • Expensive scheme costs • Poor quality product leading to poor customer 	<ul style="list-style-type: none"> • Integration of the Programme with the development of the Local Development Plan (LDP) and the housing strategy • KPI's in place including quality standards • Specialist software identified to support financial viability assessments of potential schemes

Ref	Description/Issue	Risk	Mitigation Act (MA) / Response Plan (RP)
		satisfaction <ul style="list-style-type: none"> • Failure to deliver within budget • Inadequate internal capacity 	<ul style="list-style-type: none"> • Integrated Communications Plan • Design Procurement process to meet commissioning objectives • More intensive site visits to be conducted on potential development sites • Early feasibility investigations to be undertaken in respect of sites identified • Concurrent work stream to liaise with highways; planning and street scene officers • Experienced Housing Programme and Design and Consultancy teams in place • Monitor and review at HRA Programme Board
4	Introduction of charging for services	<ul style="list-style-type: none"> • Quality and cost of services delivered • Recovery of income • Tenant satisfaction 	<ul style="list-style-type: none"> • Extensive tenant consultation • Effective debt management arrangements • Review of standard and cost of services delivered • Monitor and review at HRA Programme Board
5	Maximising rental	<ul style="list-style-type: none"> • Poverty issues 	<ul style="list-style-type: none"> • Effective tenancy

Ref	Description/Issue	Risk	Mitigation Act (MA) / Response Plan (RP)
	income particularly in light of full roll out of Universal Credit from Spring 2017	<ul style="list-style-type: none"> • Increase in rent arrears • Tenancy sustainment issues 	<ul style="list-style-type: none"> • management and support • Creative use of DHP • Consideration to resource for tenancy sustainment • Monitor and review at HRA Programme Board
6	Meeting Annual Efficiency targets - Delivering the HRA efficiency plan ensuring savings targets are achieved	<ul style="list-style-type: none"> • Efficiency targets not met • Detrimental impact on service delivery • Tenant satisfaction 	<ul style="list-style-type: none"> • Monitor progress through Council Housing Service Senior Management Team • Service Plans and 1:1's • Financial management and monitoring • Monitor and review at HRA Programme Board
7	Proposed Rent review	<ul style="list-style-type: none"> • Impact on HRA Business Plan • Ability to deliver WHQS • Ability to deliver New Build programme • Impact on HRA services and sustainability 	<ul style="list-style-type: none"> • Ensure dialogue with Welsh Government • Ensure representation on relevant National boards • Modelling and risk management • Monitor and review at HRA Programme Board

CONCLUSION

This plan is written at a time of significant change for council housing finance across Wales. There are positive opportunities ahead to provide good quality housing services; local homes maintained to a high standard and new council homes built to meet local housing need.

Flintshire County Council - HRA Base Model Business Plan Assumptions

Yr	Year	Income			Expenditure						Net Operating Balance						Available Capital Funding					Capital Programme					
		Net Rent Income	Other Income	Total Income	Estate Mgmt	Landlord Services	Housing Asset Mgmt	Mgmt & Support	Debt Charges	Total Expenses	Net Operating Expenditure	Balance B/F	CERA	Balance C/F	3% of expenditure	Check Balance	CERA	MRA	Prudential Borrowing	Capital Receipts	Total Capital Funding	WHQS Capital Programme	DFG	SOLAR PV	SHARP	Total Capital Programme	Shortfall / (Surplus)
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
0	2016.17	(30,228)	(383)	(30,611)	1,499	1,206	8,124	2,271	7,098	20,198	(10,413)	(1,178)	10,531	(1,060)	(945)	Ok	10,531	5,050	12,817	-	28,398	20,870	1,010	0	6,518	28,398	0
1	2017.18	(30,850)	(1,292)	(32,142)	1,647	1,318	8,457	2,320	7,545	21,287	(10,855)	(1,060)	10,890	(1,025)	(998)	Ok	10,890	5,050	11,804	-	27,744	19,010	1,030	0	7,704	27,744	0
2	2018.19	(32,032)	(1,664)	(33,696)	1,663	1,319	8,541	2,369	8,002	21,894	(11,802)	(1,025)	11,733	(1,094)	(1,041)	Ok	11,733	5,100	8,879	-	25,712	19,282	1,051	0	5,379	25,712	0
3	2019.20	(33,916)	(1,735)	(35,651)	1,679	1,333	8,626	2,392	8,313	22,343	(13,307)	(1,094)	13,253	(1,149)	(1,099)	Ok	13,253	5,100	6,567	-	24,919	18,681	1,072	0	5,167	24,919	0
4	2020.21	(34,526)	(1,799)	(36,325)	1,642	1,346	8,712	2,416	8,364	22,480	(13,844)	(1,149)	13,322	(1,671)	(1,099)	Ok	13,322	5,100	-	-	18,422	14,745	1,093	0	2,583	18,422	0
5	2021.22	(35,439)	(1,811)	(37,250)	1,664	1,348	8,799	2,440	8,160	22,411	(14,839)	(1,671)	15,302	(1,208)	(1,154)	Ok	15,302	5,100	-	-	20,402	13,487	1,115	0	5,800	20,402	0
6	2022.23	(35,653)	(1,823)	(37,476)	1,680	1,362	8,887	2,465	7,987	22,381	(15,095)	(1,208)	14,794	(1,509)	(1,138)	Ok	14,794	5,100	-	-	19,894	13,757	1,137	0	5,000	19,894	0
7	2023.24	(36,366)	(1,835)	(38,201)	1,697	1,375	8,975	2,490	7,796	22,334	(15,867)	(1,509)	16,092	(1,284)	(1,175)	Ok	16,092	5,100	-	-	21,192	14,032	1,160	0	6,000	21,192	0
8	2024.25	(37,093)	(1,848)	(38,941)	1,714	1,389	9,065	2,514	7,584	22,267	(16,674)	(1,284)	16,396	(1,563)	(1,183)	Ok	16,396	5,100	-	-	21,496	14,312	1,183	0	6,000	21,496	0
9	2025.26	(38,562)	(1,874)	(40,436)	1,731	1,403	9,156	2,540	7,395	22,225	(18,212)	(1,563)	18,206	(1,569)	(1,236)	Ok	18,206	5,100	-	-	23,306	14,599	1,207	0	7,500	23,306	0
10	2026.27	(38,592)	(1,874)	(40,466)	1,749	1,417	9,247	2,565	7,221	22,199	(18,267)	(1,569)	18,522	(1,314)	(1,244)	Ok	18,522	5,100	-	-	23,622	14,891	1,231	0	7,500	23,622	0
11	2027.28	(39,363)	(1,888)	(41,251)	1,766	1,431	9,340	2,591	7,012	22,139	(19,112)	(1,314)	18,844	(1,581)	(1,252)	Ok	18,844	5,100	-	-	23,944	15,188	1,256	0	7,500	23,944	0
12	2028.29	(40,151)	(1,901)	(42,052)	1,784	1,445	9,433	2,617	6,809	22,088	(19,964)	(1,581)	19,673	(1,872)	(1,275)	Ok	19,673	5,100	-	-	24,773	15,492	1,281	0	8,000	24,773	0
13	2029.30	(40,954)	(1,915)	(42,869)	1,802	1,460	9,528	2,643	6,616	22,048	(20,821)	(1,872)	21,009	(1,685)	(1,314)	Ok	21,009	5,100	-	-	26,109	15,802	1,307	0	9,000	26,109	0
14	2030.31	(41,773)	(1,930)	(43,702)	1,820	1,474	9,623	2,669	6,429	22,015	(21,687)	(1,685)	21,851	(1,522)	(1,339)	Ok	21,851	5,100	-	-	26,951	16,118	1,333	0	9,500	26,951	0
15	2031.32	(43,428)	(1,958)	(45,386)	1,838	1,489	9,719	2,696	6,248	21,990	(23,396)	(1,522)	23,200	(1,718)	(1,378)	Ok	23,200	5,100	-	-	28,300	16,440	1,359	0	10,500	28,300	0
16	2032.33	(43,460)	(1,959)	(45,419)	1,856	1,504	9,816	2,723	6,035	21,935	(23,485)	(1,718)	23,556	(1,647)	(1,387)	Ok	23,556	5,100	-	-	28,656	16,769	1,387	0	10,500	28,656	0
17	2033.34	(44,330)	(1,974)	(46,304)	1,875	1,519	9,914	2,750	5,834	21,892	(24,412)	(1,647)	24,419	(1,640)	(1,412)	Ok	24,419	5,100	-	-	29,519	17,105	1,414	0	11,000	29,519	0
18	2034.35	(45,216)	(1,990)	(47,206)	1,894	1,534	10,014	2,778	5,500	21,719	(25,486)	(1,640)	25,289	(1,837)	(1,433)	Ok	25,289	5,100	-	-	30,389	17,447	1,443	0	11,500	30,389	0
19	2035.36	(46,121)	(2,005)	(48,126)	1,913	1,550	10,114	2,805	5,140	21,521	(26,605)	(1,837)	26,667	(1,775)	(1,468)	Ok	26,667	5,100	-	-	31,767	17,796	1,471	0	12,500	31,767	0
20	2036.37	(47,043)	(2,022)	(49,064)	1,932	1,565	10,215	2,833	4,834	21,379	(27,885)	(1,775)	27,552	(1,908)	(1,491)	Ok	27,552	5,100	-	-	32,652	18,152	1,501	0	13,000	32,652	0
21	2037.38	(48,907)	(2,054)	(50,961)	1,951	1,581	10,317	2,862	4,576	21,287	(29,674)	(1,908)	29,945	(1,637)	(1,560)	Ok	29,945	5,100	-	-	35,045	18,515	1,531	0	15,000	35,045	0
22	2038.39	(48,943)	(2,055)	(50,998)	1,970	1,597	10,420	2,890	4,321	21,198	(29,800)	(1,637)	29,846	(1,590)	(1,554)	Ok	29,846	5,100	-	-	34,946	18,885	1,561	0	14,500	34,946	0
23	2039.40	(49,922)	(2,072)	(51,994)	1,990	1,613	10,524	2,919	4,094	21,141	(30,853)	(1,590)	30,755	(1,688)	(1,580)	Ok	30,755	5,100	-	-	35,855	19,263	1,593	0	15,000	35,855	0
24	2040.41	(50,921)	(2,089)	(53,010)	2,010	1,629	10,630	2,948	3,954	21,170	(31,839)	(1,688)	31,672	(1,855)	(1,608)	Ok	31,672	5,100	-	-	36,772	19,648	1,625	0	15,500	36,772	0
25	2041.42	(51,939)	(2,107)	(54,046)	2,030	1,645	10,736	2,978	3,817	21,206	(32,840)	(1,855)	32,598	(2,098)	(1,637)	Ok	32,598	5,100	-	-	37,698	20,041	1,657	0	16,000	37,698	0
26	2042.43	(52,978)	(2,125)	(55,103)	2,050	1,661	10,843	3,008	3,785	21,347	(33,756)	(2,098)	34,032	(1,822)	(1,684)	Ok	34,032	5,100	-	-	39,132	20,442	1,690	0	17,000	39,132	0
27	2043.44	(55,077)	(2,162)	(57,238)	2,071	1,678	10,952	3,038	3,755	21,493	(35,745)	(1,822)	35,474	(2,093)	(1,732)	Ok	35,474	5,100	-	-	40,574	20,850	1,724	0	18,000	40,574	0
28	2044.45	(55,118)	(2,162)	(57,281)	2,092	1,695	11,061	3,068	3,727	21,643	(35,638)	(2,093)	35,926	(1,805)	(1,750)	Ok	35,926	5,100	-	-	41,026	21,267	1,758	0	18,000	41,026	0
29	2045.46	(56,221)	(2,182)	(58,402)	2,113	1,712	11,172	3,099	3,703	21,798	(36,604)	(1,805)	36,386	(2,023)	(1,768)	Ok	36,386	5,100	-	-	41,486	21,693	1,794	0	18,000	41,486	0
30	2046.47	(57,345)	(2,201)	(59,546)	2,134	1,729	11,284	3,130	3,682	21,957	(37,589)	(2,023)	37,356	(2,255)	(1,802)	Ok	37,356	5,100	-	-	42,456	22,127	1,829	0	18,500	42,456	0

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HRA Business Planning

Efficiencies

No	Section	Description	Type	2017/18 £m	Notes
1	Various	Price Inflation	Service Efficiency	(71,182)	Price inflation has been removed.
2	Estate Management	Estate Caretaker	Structural Review	(18,667)	Removal of vacant position
3	Management & Support	Handy Person	Structural Review	(38,488)	This vacant position is being removed from the budget as the estate caretakers are completing this work.
4	Various	Employee Travel	Service Efficiency	(11,091)	A result of the review of essential car users and rates.
5	Management & Support	Conference/Seminars	Service Efficiency	(13,544)	A reduction in the conference budget.
6	Estate Management	Supplies & Services	Service Efficiency	(4,165)	A review of supplies and services budgets.
7	Housing Asset Management	Fleet Costs (Disabled Adaptations)	Service Efficiency	(40,000)	Capitalisation of the cost of vehicles used for the capital works on adapted properties.
8	Estate Management	Neighbourhood Housing Assistant	Structural Review	(19,310)	Removal of vacant position.
		Total HRA		(216,447)	

Investment Decisions/Cost Pressures

No	Section	Description	Type	2017/18 £m	Notes
1	Income	Service Charges	Income Pressure	311,428	Reduction in income in line with phased introduction of Service Charges
2	Housing Programmes	SHARP - Site Investigation Fees/Other Costs	Service Improvement	79,000	Revenue budget to support the cost of the SHARP which cannot be capitalised (e.g. legal fees, land valuations)
3	Estate Management	Gardens	Service Pressure	55,000	Reflective of increased contract costs
4	Estate Management	Laundry	Service Pressure	14,000	Reflective of increased contract costs
5	Estate Management	Aerials	Service Pressure	20,000	Reflective of increased contract costs
6	Estate Management	Window Cleaning	Service Pressure	10,500	Reflective of increased contract costs
7	Estate Management	Communal Cleaning		9,000	Reflective of increased contract costs
8	Housing Asset Mgmt	Waste Removal	Service Pressure	20,000	Reflective of increased contract costs
9	Housing Asset Mgmt	Electrical Qualifying Officer	Service Improvement	40,226	Additional position introduced to cover Health & Safety requirements
10	Management & Support	Insurance	Historic Budget Flaw	78,000	To correct a budget flaw
11	Estate Management	Revenues Manager	Service Pressure	16,772	To reflect a charge of 25% to the HRA for work on rent collection.
12	Management & Support	Apprentice Levy	Service Pressure (national policy)	37,129	New national policy (0.5% of paybill)
13	Landlord Services	Servicing & Adhoc Call Outs	Service Pressure	40,000	(e.g. smoke alarm testing, lift maintenance).
		Total HRA		731,055	
		Grand Total HRA		514,608	

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Draft HRA Capital Programme 2017/18

HRA Capital Programme	2017/18
WHQS	£'m
CATCH UP REPAIRS / MAJOR WORKS	
Urgent Capital Works 3% on £95m	0.522
IMPROVEMENTS / COMMUNAL WORKS	
Fire Risk Assessments Work	0.150
General DDA Work	0.050
IMPROVEMENTS / ACCELERATED WORKS	
Asbestos Survey and Removal (Ongoing Programme)	0.350
Off Gas Programme	0.500
Welfare Reform / Adaptations	0.100
PROGRAMMED WORK STREAMS	
Internal Works	9.856
Envelope Works	4.231
External Works, Paths, Fences	0.475
Environmental Works - General	0.950
Capitalised Salaries 6% on £90m	1.076
Vacant Properties	0.750
Total WHQS	19.010
Non WHQS	
Disabled Facility Grants (DFG) - Mandatory/ Minor Adaps	1.030
Total Non - WHQS	1.030
SHARP Programme	
Batch 1	2.018
Batch 2	3.103
Batch 3	2.583
Total SHARP Programme	7.704
Total Capital Spend	27.744

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CABINET

Date of Meeting	Tuesday 14 th February 2017
Report Subject	Treasury Management Strategy 2017/18 and Mid-Year Report 2016/17
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 report presents the draft Treasury Management Strategy 2017/18 for approval and recommendation to Council.

In addition the report presents the draft Treasury Management Mid-Year review 2016/17 for approval and recommendation to Council.

RECOMMENDATIONS

1	<p>Members approve and recommend to Council the draft documents listed below:</p> <ul style="list-style-type: none"> • Draft Treasury Management Strategy 2017/18 • Draft Treasury Management Mid-Year Report 2016/17
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REPORT DETAILS

1.00	EXPLAINING THE APPENDICIES
	<u>BACKGROUND</u>
1.01	The Local Government Act 2003 requires all local authorities to have due regard to both the Chartered Institute of Public Finance and Accountancy's Treasury Management in Public Services: Code of Practice (The CIPFA Code of Practice) and Welsh Government guidance on Local Authority Investments.
1.02	<p>The Council has adopted The CIPFA Code of Practice which requires:-</p> <ul style="list-style-type: none">• The Council to create and maintain a Treasury Management Policy Statement which states the Council's policies, objectives and approach to risk management of its treasury management activities.• The Council to create and maintain suitable Treasury Management Practices (TMPs) and accompanying schedules, stating how those policies and objectives will be achieved and prescribing how those activities will be managed and controlled.• The Council to receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy and plan in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.• Responsibility for Treasury Management to be clearly defined. The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Corporate Finance Manager, who will act in accordance with the organisation's policy statement and TMPs and, CIPFA's <i>Standard of Professional Practice on Treasury Management</i>.• A body to be responsible for the scrutiny of Treasury Management Policy, Strategy and Practices. The Council has nominated the Audit Committee to be responsible for ensuring effective scrutiny of the treasury management function. The Audit Committee has previously agreed to include treasury management as a standing item on each quarterly agenda to receive an update.
1.03	The Welsh Government guidance on Local Authority investments requires that the Council prepares an Investment strategy before the start of each financial year which sets out the Council's policies for the prudent management of its investments, giving priority, firstly to the security of those investments (protecting the capital sum from loss), and secondly liquidity (keeping money readily available for expenditure). The generation of investment income is distinct from these prudential objectives, however provided that proper levels of security and liquidity are achieved, it may (but only then) be reasonable to seek the highest yield consistent with those priorities.

1.04	<p>The guidance stipulates that the investment strategy must also include the following:</p> <ul style="list-style-type: none"> • Specified Investments • Non-specified Investments • Credit Risk Assessment • Investment Consultants • Investment Training • Investment of money borrowed in advance of need.
	<u>CONSIDERATIONS</u>
	2017/18 Treasury Management Strategy and Practices
	<u>Treasury Management Strategy 2017/18</u>
1.05	<p>The 2017/18 Treasury Management Strategy is attached as Appendix 1 for review and discussion. The Strategy is updated and reported annually to Members in accordance with the CIPFA Code of Practice and Welsh Government guidance.</p> <p>The Treasury Management Strategy details the approach that the Council will take for investing and borrowing over the next year, including the budgetary implications of the planned investment and borrowing strategy and a number of treasury management indicators that the CIPFA Code requires.</p>
1.06	<p>The 2017/18 Strategy has not changed significantly from that of the 2016/17 Strategy. Matters that merit the attention of Members along with any changes made are summarised below:-</p> <ul style="list-style-type: none"> • Section 2 – Economic context, provided by Arlingclose, the Council’s treasury management advisor, and highlights that the major external influence on strategy is the UK’s exit from the European Union. Financial markets are weighed down with uncertainty, and this is likely to remain the case for some time. The fall in sterling and near doubling in oil prices have combined to drive inflation expectations higher, though the Bank of England is likely to look through this when setting interest rates so to avoid derailing the economy. Arlingclose expect the UK Bank Rate to remain at 0.25% during 2017/18, though lower and even negative rates are not being ruled out completely. The Strategy assumes that the average rate for investments in 2017/18 will be around 0.3%, and that the average rate for any new borrowing will be around 2.2%. • Section 4 – Local context. This section summarises the anticipated treasury position in 2017/18. Activity in 2017/18 as in 2016/17 will focus more on borrowing and less on investing than in recent years; as the Council’s requirement to borrow is forecast to grow due to a planned increase in capital expenditure, whilst there less surplus cash to invest as services plan to spend reserves.

	<ul style="list-style-type: none"> • Section 5 – Investment Strategy. This section is largely a continuation of the 2016/17 strategy, the aim being to diversify into more secure asset classes where possible, especially should any medium to longer term investments be made. The main changes made to the Investment Strategy is to reduce the limits of amounts that can be invested with a single counterparty, reflecting the reduction in total investments, to mitigate the risk from counterparty default. • Section 6 - Borrowing Strategy. Again, this section is largely a continuation of the 2016/17 strategy. The Council has been forecasting a long term borrowing requirement for some time. The required amount needs to be confirmed before a commitment to long term borrowing is made, and the use of short term borrowing will be used to assist during this period. The use of forward starting loans will also be considered. That is a future loan and associated interest rate may be agreed during the year, but the cash wouldn't be paid until it is required at some future date, which is pre agreed as part of the loan transaction. This would enable certainty of cost to be achieved, by fixing the interest rate, without suffering a cost of carry in the intervening period.
	<u>Treasury Management Practices and Schedules 2016 – 2019</u>
1.07	<p>The Treasury Management Practices (TMPs) and accompanying schedules to cover the 3 year period from 2016/17 to 2018/19 were approved in February 2016. It was agreed that once approved this operational document will only be reported to Members during its lifetime in the event of any significant changes.</p> <p>Some minor changes have been made to bring the practices and schedules in line with the draft 2017/18 strategy.</p>
1.08	At a meeting of the Audit Committee on 25 th January 2017 Members recommended the draft Treasury Management Strategy for 2017/18 to Cabinet.
	<u>Treasury Management 2016/17 Mid-Year Report</u>
1.09	<p>The draft Treasury Management Mid-Year Report for 2016/17 is attached as Appendix 2 for approval.</p> <p>The Mid-Year Report reviews the activities and performance of the treasury management operations during the period 1st April to 30th September 2016.</p>
1.10	<p>In summary, the key points of the Mid-Year Report are:</p> <ul style="list-style-type: none"> • The UK economy showed reasonably strong growth in quarter 2 (calendar year). However, the outlook changed significantly with the result of the EU referendum on 23rd June. The perceived risks and political turmoil prompted a sharp decline in household, business and investor sentiment. • This prompted the Monetary Policy Committee to initiate substantial

	<p>monetary policy easing at its August meeting, including a cut in the Bank Rate to 0.25%, further Quantitative Easing, and cheap funding for banks (Term Funding Scheme). The returns on investments for some products declined to new record lows.</p> <ul style="list-style-type: none"> • Other expected consequences of BREXIT included a rise in unemployment and inflation, dampening economic growth, real wage growth and real investment returns. However, after an initial sharp drop, equity markets bounced back, while other economic data held up better than expected, perhaps suggesting a less severe slowdown than initially feared. • Arlingclose's rate outlook has progressed from 'lower for longer', to 'even lower for even longer', to 'even lower for the indeterminable future'. The Bank Rate is expected to remain at 0.25%. Global interest rate expectations have been pared back considerably. • The Council undertook no new borrowing in the period; total long term borrowing remained £251.3m at an average rate of 5.01%. • The average investment balance for the period was £36.4m and the average rate of return was 0.51%, • The treasury function operated within the limits detailed in the Treasury Management Strategy 2016/17.
1.11	At a meeting of the Audit Committee on 25 th January 2017 Members recommended the draft Treasury Management Mid-Year Report for 2016/17 to Cabinet.

2.00	RESOURCE IMPLICATIONS
2.01	Financial implications are addressed in the report and appendices; 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 appendices including identification of risks and measures to mitigate likelihood and impact of risks identified.

5.00	APPENDICES
5.01	<ul style="list-style-type: none"> • Draft Treasury Management Strategy 2017/18 • Draft Treasury Management Mid-Year Report 2016/17

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Liz Thomas – Technical Finance Manager Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

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 by 25 basis points, it means that rates have risen by 0.25% percentage points.</p> <p>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.</p> <p>Capital Expenditure: Expenditure on the acquisition, creation or enhancement of capital assets.</p> <p>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.</p> <p>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.</p> <p>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%.</p> <p>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.</p>

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): A committee of the Bank of England, which meets to decide the Bank Rate. Its primary target is to keep CPI 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): QE is a form of monetary policy where a Central Bank creates new money electronically to buy financial assets, like government bonds. This cash injection lowers the cost of borrowing and boosts asset prices to support spending.

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

**DRAFT
TREASURY MANAGEMENT
STRATEGY**

2017/18

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Treasury Management Strategy Report 2017/18

The Council is recommended to:

- **approve the Treasury Management Strategy for 2017/18**
- **approve the Treasury Management Indicators for 2017/18**

1.0 Introduction

In April 2012 the Council adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code) which requires the Council to approve a treasury management strategy before the start of each financial year.

In addition, the Welsh Government (WG) issued revised guidance on local authority investments in March 2010 that requires the Council to approve an investment strategy before the start of each financial year.

This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the WG Guidance.

The successful identification, monitoring and control of risk are central to the Council's treasury management strategy as the Council has borrowed and invested substantial sums of money and is therefore exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates.

In accordance with WG Guidance, the Council will be asked to approve a revised Treasury Management Strategy Statement should the assumptions on which this report is based change significantly.

2.0 Economic Context (including Interest Rate Forecast – as provided by Arlingclose Ltd, November 2016).

Economic background: The major external influence on the Authority's treasury management strategy for 2017/18 will be the UK's progress in negotiating a smooth exit from the European Union. Financial markets, wrong-footed by the referendum outcome, have since been weighed down by uncertainty over whether leaving the Union also means leaving the single market. Negotiations are expected to start once the UK formally triggers exit in early 2017 and last for at least two years. Uncertainty over future economic prospects will therefore remain throughout 2017/18.

The fall and continuing weakness in sterling and the near doubling in the price of oil in 2016 have combined to drive inflation expectations higher. The Bank of England is forecasting that Consumer Price Inflation will breach its 2% target in 2017, the first time since late 2013, but the Bank is expected to look through inflation overshoots over the course of 2017 when setting interest rates so as to avoid derailing the economy.

Initial post-referendum economic data showed that the feared collapse in business and consumer confidence had not immediately led to lower GDP growth. However, the prospect of a leaving the single market has dented business confidence and resulted in a delay in new business investment and, unless counteracted by higher public spending or retail sales, will weaken economic growth in 2017/18.

Looking overseas, the US economy and its labour market showing steady improvement, with Federal Reserve increasing interest rates in December 2016 by 0.25%. The Eurozone meanwhile has continued to struggle with very low inflation and lack of momentum in growth, and the European Central Bank has left the door open for further quantitative easing.

The impact of political risk on financial markets remains significant over the next year. With challenges such as immigration, the rise of populist, anti-establishment parties and negative interest rates resulting in savers being paid nothing for their frugal efforts or even penalised for them, the outcomes of Italy's referendum on its constitution (December 2016), the French presidential and general elections (April – June 2017) and the German federal elections (August – October 2017) have the potential for upsets.

Credit outlook: Markets have expressed concern over the financial viability of a number of European banks recently. Sluggish economies and continuing fines for pre-crisis behaviour have weighed on bank profits, and any future slowdown will exacerbate concerns in this regard.

Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however continue to fall.

Interest rate forecast: The Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.25% during 2017/18. The Bank of England has, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further falls in the Bank Rate look less likely. Negative Bank Rate is currently perceived by some policymakers to be counterproductive but, although a low probability, cannot be entirely ruled out in the medium term, particularly if the UK enters recession as a result of concerns over leaving the European Union.

Gilt yields have risen sharply, but remain at low levels. The Arlingclose central case is for yields to decline when the government triggers Article 50. Long-term economic fundamentals remain weak, and the quantitative easing (QE) stimulus provided by central banks globally has only delayed the fallout from the build-up of public and private sector debt. The Bank of England has defended QE as a monetary policy tool, and further QE in support of the UK economy in 2017/18 remains a distinct possibility, to keep long-term interest rates low.

Table 1: Interest rate forecast

	Bank Rate	3 month LIBID	12 month LIBID	20 year Gilt rate	50 year Gilt rate
Q1 2017	0.25	0.25	0.60	1.70	1.60
Q2 2017	0.25	0.25	0.50	1.50	1.40
Q3 2017	0.25	0.25	0.50	1.40	1.30
Q4 2017	0.25	0.30	0.50	1.40	1.30
Q1 2018	0.25	0.30	0.50	1.40	1.30
Q2 2018	0.25	0.30	0.50	1.40	1.30
Q3 2018	0.25	0.30	0.50	1.40	1.30
Q4 2018	0.25	0.30	0.60	1.45	1.35
Q1 2019	0.25	0.30	0.70	1.50	1.40
Q2 2019	0.25	0.30	0.85	1.55	1.45
Q3 2019	0.25	0.30	0.90	1.60	1.50
Q4 2019	0.25	0.30	0.90	1.65	1.55

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.3%, and that new long-term loans will be borrowed at a weighted average rate of 2.2%.

3.0 Current Treasury Portfolio

The Council's treasury portfolio as at 31st December 2016 was as follows:

Table 2: Current Treasury Portfolio

	Principal £m	Interest rate %
Investments:		
Call accounts	-	-
Money market funds	7.1	0.27
Short-term deposits	8.0	0.38
Long-term deposits	-	-
Total Investments	15.1	0.33
Borrowing:		
Short-term loans	-	-
Long-term PWLB loans (fixed)	222.36	5.26
Long-term PWLB loans (variable)	10.00	0.46
Long-term market loans (LOBOs)	18.95	4.53
Total Borrowing	251.31	5.01
Net Borrowing	236.21	

4.0 Local Context

Forecast changes in the sums in section 3 are shown in the balance sheet analysis in the table below.

Table 3: Balance Sheet Summary and Forecast

	31.3.16 Actual £m	31.3.17 Estimate £m	31.3.18 Estimate £m	31.3.19 Estimate £m	31.3.20 Estimate £m
Council Fund Capital Financing Requirement (Borrowing only)	169	183	186	192	193
Housing Revenue Account Capital Financing Requirement (Borrowing only)	105	115	126	133	138
Capital Financing Requirement (Borrowing only)	274	298	312	325	331
Less: Current borrowing	-251	-251	-250	-250	-250
Funding Required	23	47	62	75	81
Less: Usable reserves	-51	-34	-28	-26	-25
Less: Working capital	-5	2	4	4	7
Investments / New borrowing (called the Liability Benchmark)	33	-15	-38	-53	-63

The underlying need to borrow for capital purposes is measured by the Capital Financing Requirement (CFR), while usable reserves and working capital are the underlying resources available for investment. The Authority's current strategy is to maintain borrowing below the CFR, sometimes known as internal borrowing. Internal borrowing is currently cheaper and incurs lower credit risk than external long term borrowing.

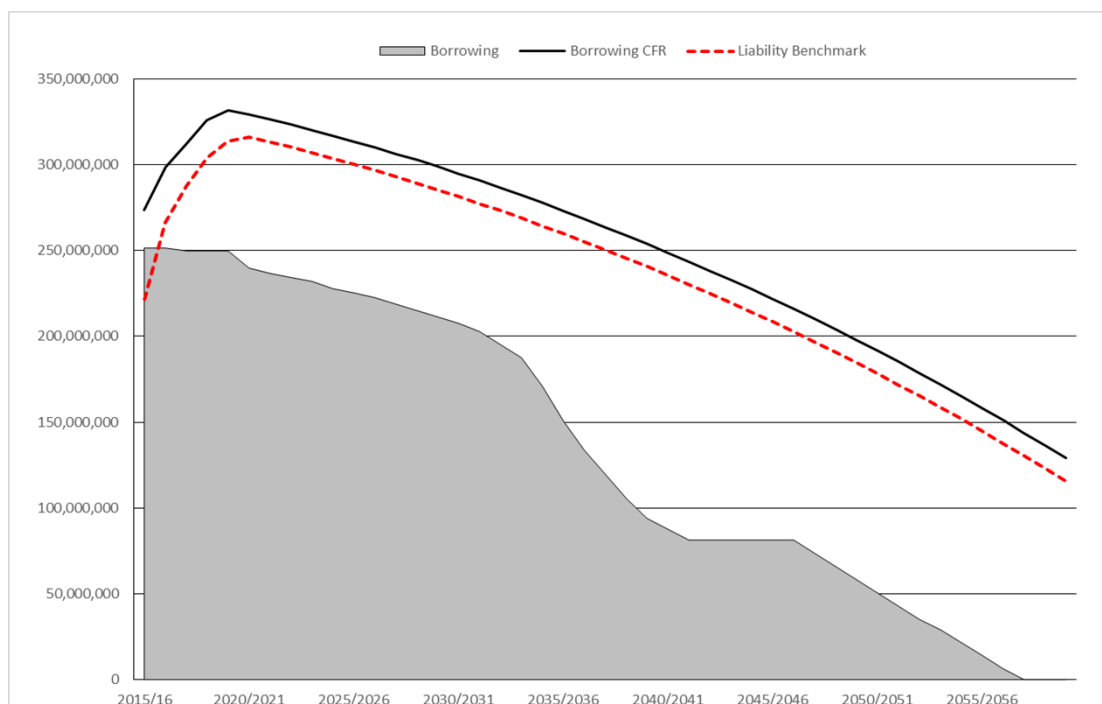
Table 3 shows the Authority's CFR increases during 2016/17, this is linked with the capital programme due to the 21st century schools building programme and the HRA capital programme which includes building new social housing and improving the existing stock to Welsh Housing Quality Standard (WHQS). The level of reserves the Authority has is expected to fall in 2016/17 as funding earmarked for specific purposes falls due for payment. The combination of the increase in capital expenditure and a reduction in reserves, results in:

- a reduction in investments in 2016/17 with further reductions expected in 2017/18
- a sustained requirement for new borrowing between 2016/17 and 2019/20

The graph in table 4 shows the Council's anticipated liability benchmark over the next 50 years, being the net requirement for borrowing after considering

resources available from reserves and working capital. The rise in the liability benchmark corresponds with the need to borrow to fund the increase in capital expenditure described above. The strategy in 2017/18, the same as in 2016/17, and over the medium term, is to ensure that any new borrowing undertaken does not exceed the liability benchmark and cause the council to borrow more than it needs.

Table 4: Liability Benchmark - Flintshire County Council (December 2016)



Budget implications

The budget for investment income in 2017/18 is £45k, based on an average investment portfolio of £15m at an average interest rate of 0.3%. The total budget for loan interest paid in 2017/18 is £13.2m, based on a debt portfolio of £287.8m at an average interest rate of 4.47%. If levels of investments, borrowing and interest rates differ from those forecast, performance against budget will be correspondingly different.

5.0 Investment Strategy

The Council holds surplus funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £15.1 and £67.1 million.

Both the CIPFA Code and the WG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.

Negative Interest Rates

If the UK enters into a recession in 2017/18, there is a very small chance that the Bank of England could set its Bank Rate at or below zero, which could feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. Although cash levels are decreasing, the Council could not avoid the need to occasionally invest funds in the short term for cash flow (liquidity) purposes, and therefore will be exposed to negative rates. This means that when an investment is returned at maturity, it will be less than originally invested as interest will be charged by the Counterparty rather than being paid. In this event, the aim will be to minimise investments and invest at the lowest negative rate.

Strategy

Given the increasing risk and falling returns from short-term unsecured bank investments, the Council aims to diversify into more secure and/or higher yielding asset classes during 2017/18 so far as cash liquidity requirements allow. This is especially the case if any medium to longer-term investments are made. The majority of the Authorities surplus cash is currently invested in short-term unsecured bank deposits and money market funds.

Investment criteria and limits

The Council may invest its surplus funds with any of the counterparties in the following table, subject to the monetary and time limits shown.

Table 5: Investment criteria and limits

(This table should be read in conjunction with the notes that follow it)

Minimum Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Government			£ Unlimited 50 years		
AAA	£2m 5 years	£2m 5 years	£2m 25 years	£2m 5 years	£2m 10 years
AA+	£2m 4 years	£2m 4 years	£2m 15 years	£2m 4 years	
AA	£2m 3 years	£2m 3 years	£2m 10 years	£2m 3 years	
AA-	£2m 2 years	£2m 2 years	£2m 5 years	£2m 2 years	
A+	£2m 1 year	£2m 1 year		£2m 1 year	£2m 5 years
A	£2m 6 months	£2m 6 months		£2m 6 months	
A-					
Pooled Funds	£3m per fund				

BBB-	The Council is restricted to overnight deposits at its' own current account bank with a limit of £5m where the banks lowest credit rating is BBB+, BBB or BBB- (or equivalent)		
Unrated Local Authorities		£3m 2 years	
Unrated Other	<p>The Council may invest in any other unrated organisation, subject to:</p> <ul style="list-style-type: none"> • an external credit assessment and specific advice from the Authority's treasury management adviser (£1m each / 1 year limit) • a further policy framework for investing with any other organisations being developed (£100k each / 5 year limit) 		

Credit Rating

Investment limits are set by reference to the lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's. Where available, the credit rating relevant to the specific investment or class of investment is used, otherwise the counterparty credit rating is used. However, investment decisions are never made solely based on credit ratings, and all other relevant factors including external advice will be taken into account

Banks Unsecured

Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail. Unsecured investment with banks rated BBB are restricted to overnight deposits at the Authority's current account bank.

Banks Secured

Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.

Government

Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.

Corporates

Loans, bonds and commercial papers issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Registered Providers

Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Welsh Government or Homes and Communities Agency and, as providers of public services, they retain the likelihood of receiving government support if needed.

Pooled Funds

Shares in diversified investment vehicles consisting of the any of the above investment types, plus equity shares and property. These funds have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager in return for a fee. Short-term Money Market Funds that offer same-day liquidity and very low or no volatility will be used as an alternative to instant access bank accounts, while pooled funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Other Organisations

The Authority may also invest cash with other organisations, for example by making loans to small businesses. Because of the higher perceived risk of unrated businesses, such investments may provide considerably higher rates of return. They will however only be made following a favourable external credit assessment and on the specific advice of the Authority's treasury management adviser.

Foreign countries

Investments in foreign countries will be limited to those that hold an AAA or AA+ / Aa1 sovereign credit rating from all three major credit rating agencies, and to a maximum of £5 million per foreign country. Investments in countries whose lowest sovereign rating is not AAA will be limited to one year's duration. No country limit will apply to investments in the UK, irrespective of the sovereign credit rating.

Risk assessment and credit ratings

The Council uses long-term credit ratings from the three main rating agencies Fitch Ratings Ltd, Moody's Investors Service Inc. and Standard & Poor's Financial Services LLC to assess the risk of investment default. The lowest available credit rating will be used to determine credit quality.

Long-term ratings are expressed on a scale from AAA (the highest quality) through to D (indicating default). Ratings of BBB- and above are described as investment grade, while ratings of BB+ and below are described as speculative grade. The Council's credit rating criteria are set to ensure that it is unlikely that the Council will hold speculative grade investments, despite the possibility of repeated downgrades.

Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made,
- any existing investments that can be recalled or sold at no cost will be, and
- full consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

Where a credit rating agency announces that a rating is on review for possible downgrade (also known as "rating watch negative" or "credit watch negative") so that it is likely to fall below the above criteria, then no further investments will be made in that organisation until the outcome of the review is announced. This policy will not apply to negative outlooks.

Other information on the security of investments

The Council understands that credit ratings are good, but not perfect, predictors of investment default. Full regard will therefore be given to other available information on the credit quality of the organisations in which it invests, including credit default swap prices, financial statements and reports in the quality financial press. No investments will be made with an organisation if there are substantive doubts about its credit quality, even though it may meet the above criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as in 2008 and 2011, this is not generally reflected in credit ratings, but can be seen in other market measures. In these circumstances, the Council will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. The extent of these restrictions will be in line with prevailing financial market conditions. If these restrictions mean that insufficient commercial organisations of "high credit quality" are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, via the Debt Management Office for example, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

Specified investments

The WG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government,
 - a UK local authority, parish council or community council, or
 - a body or investment scheme of “high credit quality”.

The Council defines ‘high credit quality’ organisations as those having a credit rating of A- or higher that are, domiciled in the UK, or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds “high credit quality” is defined as those having a credit rating of [A-] or higher.

Non-Specified Investments

Any investment not meeting the definition of a specified investment is classed as non-specified. The Council does not intend to make any investments in foreign currencies. Non-specified investments will therefore be limited to long term investments, i.e. those that are due to mature 12 months or longer from the date of arrangement; those that are defined as capital expenditure, such as money market funds and other pooled funds; and investments with bodies and schemes not meeting the definition on high credit quality. Limits on non-specified investments are shown in the table below.

Table 6: Non-Specified Investment Limits

	Cash Limit
Total long-term investments	£5m
Total shares in pooled funds	£20m
Total investments without credit ratings or rated below A- (not including pooled funds)	£5m
Total non-specified investments	£30m

Liquidity management

The Council uses purpose-built cash flow forecasting software to determine the maximum period for which funds may prudently be committed. The forecast is compiled on a prudent basis, with receipts under-estimated and payments over-estimated to minimise the risk of the Council being forced to borrow on unfavourable terms to meet its financial commitments. Limits on long-term investments are set by reference to the Council’s medium term financial plan and cash flow forecast.

Planned investment strategy for 2017/18

Treasury management staff will continue to seek out investments that meet the criteria detailed within this strategy whilst having full regard for the Council’s cash flow requirements.

The cash flow forecast will be used to divide surplus funds into three categories:

- Short-term – cash required to meet known cash outflows in the next month, plus a contingency to cover unexpected cash flows over the same period.
- Medium-term – cash required to manage the annual seasonal cash flow cycle, including amounts to cover forecast shortages, planned uses of reserves, and a longer-term contingency.
- Long-term – cash not required to meet cash flows, and used primarily to generate investment income.

Short-term funds are required to meet cash flows occurring in the next month or so, and the preservation of capital and liquidity is therefore of paramount importance. Generating investment returns is of limited concern here, although it should not be ignored. Instant access money market funds and bank deposit accounts will be the main methods used to manage short-term cash.

Medium-term funds which may be required in the next one to twelve months will be managed concentrating on security, with less importance attached to liquidity but a slightly higher emphasis on yield. The majority of investments in this period will be in the form of fixed term deposits with banks and building societies. A wide spread of counterparties and maturity dates will be maintained to maximise the diversification of credit and interest rate risks.

Cash that is not required to meet any liquidity need can be invested for the longer term with a greater emphasis on achieving returns that will support spending on local authority services. Security remains important, as any losses from defaults will impact on the total return, but fluctuations in price and even occasional losses can be managed over the long term within a diversified portfolio. Liquidity is of lesser concern, although it should still be possible to sell investments, with due notice, if large spending commitments arise unexpectedly. A wider range of instruments, including structured deposits, certificates of deposit, gilts and corporate bonds will be used to diversify the portfolio.

6.0 Borrowing Strategy

The Council currently holds £251.31m of long-term loans, as part of its strategy for funding previous years' capital programmes and HRA buy-out. The balance sheet forecast in section 4 shows that the Council expects to undertake new borrowing during 2017/18.

The Council's chief objective when borrowing money is to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which the funds are required. The flexibility to renegotiate loans should the Council's long-term plans change is a secondary objective.

The Council's capital expenditure plans will be monitored throughout 2017/18 to inform and confirm the Council's long term borrowing need (figures in section 4 are an estimate). This is to ensure that the Council does not commit to long

term borrowing too early and borrow unnecessarily which will be costly. The use of short-term borrowing will assist with such. This will be balanced against securing low long term interest rates currently being forecast.

Given the significant cuts to public expenditure and in particular to local government funding, the Council's borrowing strategy continues to address the key issue of affordability without compromising the longer-term stability of the debt portfolio. With short-term interest rates currently lower than long-term rates, it is likely to be more cost effective in the short-term to either use internal resources, or to borrow short-term instead.

By doing so, the Council is able to reduce net borrowing costs (despite forgone investment income) and reduce overall treasury risk, credit risk as a result of bail-in legislation in particular. The benefit of internal/short term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when the long term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2017/18 with a view to keeping future interest costs low, even if this causes additional costs in the short-term.

Whilst such a strategy is most likely to be beneficial in the short term as official interest rates are expected to remain low, it is unlikely to be sustained in the medium-term. The benefits of internal borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing costs are forecast to rise.

Alternatively, the Authority may arrange forward starting loans during 2017/18, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow for short periods of time (normally for up to one month) to cover unexpected cash flow shortages.

Sources of borrowing

The approved sources of long-term and short-term borrowing will be:

- Public Works Loan Board (PWLB) and any successor body
- UK local authorities
- any institution approved for investments above
- any other bank or building society authorised to operate in the UK
- UK public and private sector pension funds (except the Clwyd Pension Fund)
- capital market bond investors
- Local Capital Finance Company (see below) and other special purpose companies created to enable joint local authority bond issues.

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- operating and finance leases
- hire purchase
- Private Finance Initiative
- sale and leaseback

Municipal Bond Agency (Local Capital Finance Company)

The LGA Bond Agency is a Local Capital Finance Company established in 2014 by the Local Government Association as an alternative to the PWLB. It plans to issue bonds on the capital markets and lend the proceeds to local authorities.

This will be a more complicated source of finance than the PWLB for three reasons: borrowing authorities may be required to provide bond investors with a joint and several guarantee over the very small risk that other local authority borrowers default on their loans; there will be a lead time of several months between committing to borrow and knowing the interest rate payable; and up to 5% of the loan proceeds will be withheld from the Authority and used to bolster the Agency's capital strength instead. Any decision to borrow from the Agency will therefore be the subject of a separate report to Cabinet.

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 as 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 have options during 2017/18, and although the Authority understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Authority will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

Short-term and Variable Rate loans

These loans leave the Authority exposed to the risk of short-term interest rate rises and are therefore subject to the limit on the net exposure to variable interest rates in the treasury management indicators in section 9.

Debt Rescheduling

The PWLB allows authorities to repay loans before maturity and either pay a premium or receive a discount according to a set formula based on current interest rates. Other lenders may also be prepared to negotiate premature redemption terms. The Authority may take advantage of this and replace some loans with new loans, or repay loans without replacement, where this is expected to lead to an overall cost saving or a reduction in risk.

Planned borrowing strategy for 2017/18

The Corporate Finance Manager will:

- Manage the Council's debt maturity profile, i.e. to leave no one future year with a high level of repayments that could cause problems in re-borrowing with the limits stated in this Strategy Statement. Appendix A analyses the debt portfolio of the Council, as at 31st December, 2016.
- Effect any borrowing that maybe required in 2017/18 at the cheapest cost commensurate with future risk based on interest rate forecasts.
- Monitor and review the level of variable interest rate loans in order to take greater advantage of interest rate movements, within the limits stated in this Strategy.
- Continue to monitor options for debt-restructuring and debt re-payment.

The Corporate Finance Manager will monitor the interest rate market and adopt a pragmatic approach to any changing circumstances, reporting any decisions and actions taken under delegated powers to Cabinet via the Audit Committee.

The Council has previously raised the majority of its long-term borrowing from the Public Works Loan Board, but it continues to investigate other sources of finance, such as bond issues and bank loans, that may be available at more favourable rates.

Loans that present additional risk to the authority, such as lender's option borrower's option (LOBO) loans and variable rate loans will be restricted to the limit on the net exposure to variable interest rates in the treasury management indicators in section 9.

7.0 Policy on Use of Financial Derivatives

In the absence of any explicit legal power to do so, the Authority will not use standalone financial derivatives (such as swaps, forwards, futures and options). Derivatives embedded into loans and investments, including pooled funds and forward starting transactions, may be used, and the risks that they present will be managed in line with the overall treasury risk management strategy.

8.0 Policy on Apportioning Interest to HRA

The Council has adopted a single pool of loans which in part funds the capital expenditure of both Council Fund and HRA activities. The interest payable and other costs/income arising from long term loans (e.g. premiums and discounts on early redemption) is apportioned between the revenue accounts using the average Capital Financing Requirement (which measures the underlying need to borrow to fund capital expenditure) during the year.

Given that the HRA has minimal level of reserves compared to the total level of reserves held by the Council, any interest received on investments will be credited to the Council Fund revenue account.

9.0 Treasury Management Indicators

The Council measures and manages its exposures to treasury management risks using the following indicators. The Council is asked to approve the following indicators:

Interest rate exposures

This indicator is set to control the Council's exposure to interest rate risk. The upper limits on fixed and variable rate interest rate exposures, expressed as an amount of net principal borrowed will be:

	2017/18	2018/19	2019/20
Upper limit on fixed interest rate exposures	£340m	£346m	£352m
Upper limit on variable interest rate exposures	£60m	£60m	£60m

Fixed rate investments and borrowings are those where the rate of interest is fixed for at least 12 months, measured from the start of the financial year or the transaction date if later. All other instruments are classed as variable rate.

Maturity structure of borrowing

This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Lower	Upper
Under 12 months	0%	10%
12 months and within 24 months	0%	10%
24 months and within five years	0%	30%
Five years and within 10 years	0%	50%
10 years and above	0%	100%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

Principal sums invested for periods longer than 364 days

The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. The limits on the long term principal sum invested to final maturities beyond the period end will be:

	2017/18	2018/19	2019/20
Limit on total principal invested beyond year end	£5m	£5m	£5m

Any long term investments carried forward from previous years will be included in each years limit.

Borrowing limits

The Council is being asked to approve these Prudential Indicators as part of the Capital Programme report. However they are repeated here for completeness.

	2017/18	2018/19	2019/20
Operational boundary – borrowing	£320m	£326m	£332m
Operational boundary – other long-term liabilities	<u>£20m</u>	<u>£20m</u>	<u>£20m</u>
Operational boundary – TOTAL	£340m	£346m	£352m
Authorised limit – borrowing	£340m	£346m	£352m
Authorised limit – other long-term liabilities	<u>£35m</u>	<u>£35m</u>	<u>£35m</u>
Authorised limit – TOTAL	£375m	£381m	£387m

10.0 Other Matters

The WG Investment Guidance requires the Council to note the following three matters each year as part of the investment strategy:

Treasury Management Advisers

The Council's treasury management adviser, Arlingclose continues to provide advice and information on the Council's investment and borrowing activities, although responsibility for final decision making remains with the Council and its officers. The services received include:

- advice and guidance on relevant policies, strategies and reports,
- advice on investment decisions,
- notification of credit ratings and changes,
- other information on credit quality,
- advice on debt management decisions,
- accounting advice,
- reports on treasury performance,
- forecasts of interest rates, and
- training courses.

The quality of this service is controlled by Financial Procedure Rules

Investment training

The needs of the Council's treasury management staff for training in investment management are assessed as part of the staff appraisal process, and additionally when the responsibilities of individual members of staff change.

Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA. Relevant staff are also encouraged to study professional qualifications from CIPFA and other appropriate organisations.

Investment of Money Borrowed in Advance of Need

The Authority may, from time to time, borrow in advance of need, where this is expected to provide the best long term value for money. Since amounts borrowed will be invested until spent, the Authority is aware that it will be exposed to the risk of loss of the borrowed sums, and the risk that investment and borrowing interest rates may change in the intervening period. These risks will be managed as part of the Authority's overall management of its treasury risks.

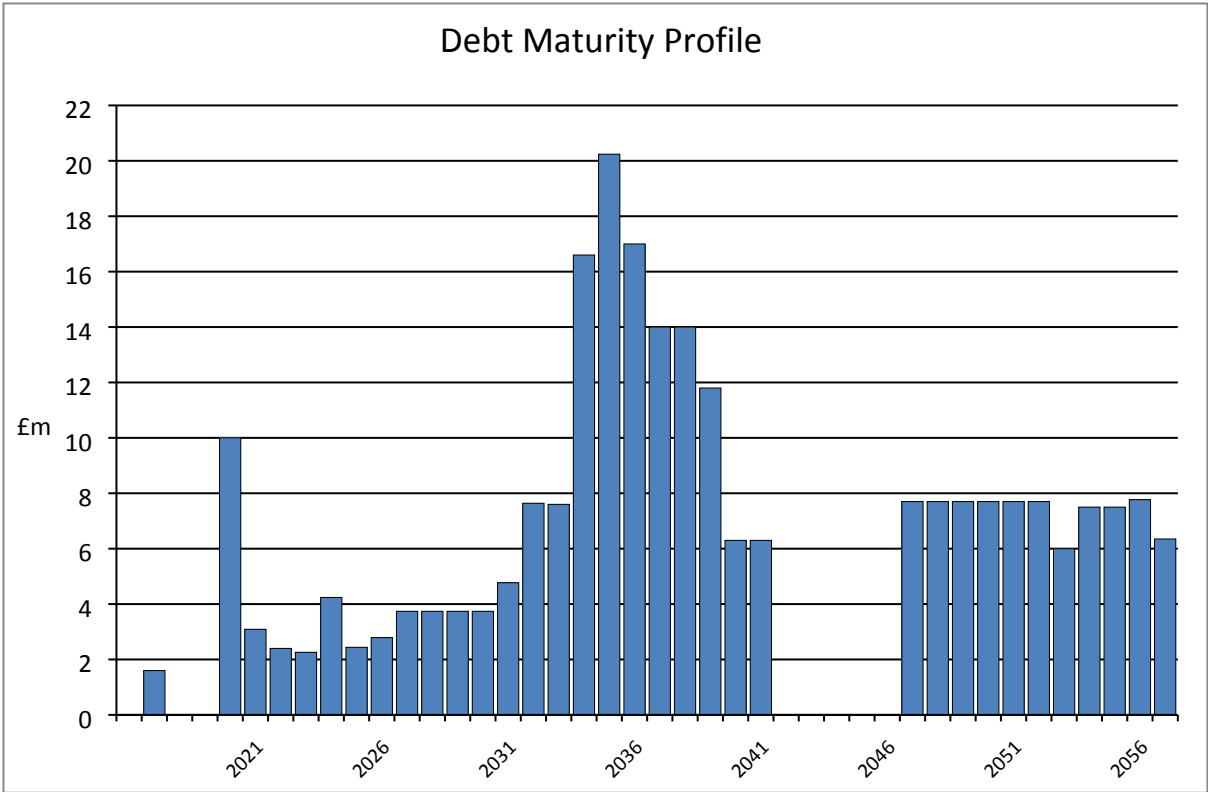
The total amount borrowed will not exceed the authorised borrowing limit of £380 million. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

Other Options Considered

The WG Investment Guidance and the CIPFA Code of Practice do not prescribe any particular treasury management strategy for local authorities to adopt. The Corporate Finance Manager believes that the above strategy represents an appropriate balance between risk management and cost effectiveness. Some alternative strategies, with their financial and risk management implications, are listed in the following table.

Alternative	Impact on income and expenditure	Impact on risk management
Invest in a narrower range of counterparties and/or for shorter periods.	Interest income will be lower	Reduced risk of losses from credit related defaults
Invest in a wider range of counterparties and/or for longer periods.	Interest income will be higher	Increased risk of losses from credit related defaults
Borrow additional sums at long-term fixed interest rates	Debt interest costs will rise; this is unlikely to be offset by higher investment income	Higher investment balance leading to a higher impact in the event of a default; however long-term interest costs will be more certain
Borrow short-term or variable loans instead of long-term fixed rates	Debt interest costs will initially be lower	Increases in debt interest costs will be broadly offset by rising investment income in the medium term, but long term costs will be less certain
Reduce level of borrowing if debt rescheduling costs weren't prohibitive	Saving on debt interest is likely to exceed lost investment income	Reduced investment balance leading to a lower impact in the event of a default; however long-term interest costs will be less certain

APPENDIX A – DEBT MATURITY PROFILE





FLINTSHIRE COUNTY COUNCIL

TREASURY MANAGEMENT

DRAFT MID YEAR REPORT 2016/17

1.00 PURPOSE OF REPORT

- 1.01 To provide members with a mid-year update on matters relating to the Council's Treasury Management function.

2.00 BACKGROUND

- 2.01 Treasury management comprises the management of the Council'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.
- 2.02 The Council's primary objectives for the investment of its surplus funds are to protect the principal sums invested from loss, and to ensure adequate liquidity so that funds are available for expenditure when needed. The generation of investment income to support the provision of local authority services is an important, but secondary, objective.
- 2.03 The Council's policy is to appoint external consultants to provide advice on its treasury management function. In September 2016 Arlingclose Ltd were reappointed as the Council's advisors for a period of 3 years, following a competitive tendering exercise.
- 2.04 The Council has adopted the 2012 edition of the CIPFA Treasury Management in the Public Services: Code of Practice, which requires the Council to approve a treasury management strategy before the start of each financial year, a mid-year report, and an annual report after the end of each financial year.
- 2.05 In addition, the Welsh Government (WG) Guidance on Local Government Investments recommends that local authorities amend their investment strategies in light of changing internal or external circumstances.
- 2.06 This report fulfils the Council's legal obligation under the Local Government Act 2003 to have regard to both the CIPFA Code and the WG Guidance.
- 2.07 The Council approved the 2016/17 Treasury Management Strategy at its meeting on 16th February 2016.

3.00 ECONOMIC & INTEREST RATE REVIEW APRIL – SEPTEMBER 2016.

Provided by Arlingclose Ltd the Council's Treasury Management advisors.

The preliminary estimate of Q2 2016 GDP showed reasonably strong growth as the economy grew 0.7% quarter-on-quarter, as compared to 0.4% in Q1 and year/year growth running at a healthy pace of 2.2%. However the UK economic outlook changed significantly on 23rd June 2016. The surprise result of the referendum on EU membership prompted forecasters to rip up previous projections and dust off worst-case scenarios. Growth forecasts had already been downgraded as 2016 progressed, as the very existence of the referendum dampened business investment, but the crystallisation of the risks and the subsequent political turmoil prompted a sharp decline in household, business and investor sentiment.

The repercussions of this plunge in sentiment on economic growth were judged by the Bank of England to be severe, prompting the Monetary Policy Committee to initiate substantial monetary policy easing at its August meeting to mitigate the worst of the downside risks. This included a cut in Bank Rate to 0.25%, further gilt and corporate bond purchases (QE) and cheap funding for banks (Term Funding Scheme) to maintain the supply of credit to the economy. The minutes of the August meeting also suggested that many members of the Committee supported a further cut in Bank Rate to near-zero levels (the Bank, however, does not appear keen to follow peers into negative rate territory) and more QE should the economic outlook worsen.

In response to the Bank of England's policy announcement, money market rates and bond yields declined to new record lows. Since the onset of the financial crisis over eight years ago, Arlingclose's rate outlook has progressed from 'lower for longer' to 'even lower for even longer' to, now, 'even lower for the indeterminable future'.

The new members of the UK government, particularly the Prime Minister and Chancellor, are likely to follow the example set by the Bank of England. After six years of fiscal consolidation, the Autumn Statement on 23rd November is likely to witness fiscal initiatives to support economic activity and confidence, most likely infrastructure investment. Tax cuts or something similar cannot be ruled out.

Whilst the economic growth consequences of BREXIT remain speculative, there is uniformity in expectations that uncertainty over the UK's future trade relations with the EU and the rest of the world will weigh on economic activity and business investment, dampen investment intentions and tighten credit availability, prompting lower activity levels and potentially a rise in unemployment. These effects will dampen economic growth through the second half of 2016 and in 2017.

Meanwhile, inflation is expected to pick up due to a rise in import prices, dampening real wage growth and real investment returns. The August Quarterly *Inflation Report* from the Bank of England forecasts a rise in CPI to 0.9% by the end of calendar 2016 and thereafter a rise closer to the Bank's 2% target over the coming year, as previous rises in commodity prices and the sharp depreciation in sterling begin to drive up imported material costs for companies.

The rise in inflation is highly unlikely to prompt monetary tightening by the Bank of England, with policymakers looking through import-led CPI spikes, concentrating instead on the negative effects of Brexit on economic activity and, ultimately, inflation.

Market reaction: Following the referendum result gilt yields fell sharply across the maturity spectrum on the view that Bank Rate would remain extremely low for the foreseeable future. The yield on the 10-year gilt fell from 1.37% on 23rd June to a low of 0.52% in August, a quarter of what it was at the start of 2016. The 10-year gilt yield has since risen to 0.69% at the end of September. The yield on 2- and 3-year gilts briefly dipped into negative territory intra-day on 10th August to -0.1% as prices were driven higher by the Bank of England's bond repurchase programme. However both yields have since recovered to 0.07% and 0.08% respectively. The fall in gilt yields was reflected in the fall in PWLB borrowing rates.

On the other hand, after an initial sharp drop, equity markets appeared to have shrugged off the result of the referendum and bounced back despite warnings from the IMF on the impact on growth from 'Brexit' as investors counted on QE-generated liquidity to drive risk assets.

The most noticeable fall in money market rates was for very short-dated periods (overnight to 1 month) where rates fell to between 0.1% and 0.2%

Outlook for the remainder of 2016/17:

The economic outlook for the UK has immeasurably altered following the popular vote to leave the EU. The long-term position of the UK economy will be largely dependent on the agreements the government is able to secure with the EU, particularly with regard to Single Market access.

The short to medium-term outlook has been more downbeat due to the uncertainty generated by the result and the forthcoming negotiations. Economic and political uncertainty will likely dampen or delay investment intentions, prompting lower activity levels and potentially a rise in unemployment. The downward trend in growth apparent on the run up to the referendum may continue through the second half of 2016, although some economic data has held up better than was initially expected, perhaps suggesting a less severe slowdown than feared.

Arlingclose has changed its central case for the path of Bank Rate over the next three years. Arlingclose believes any currency-driven inflationary pressure will be looked through by Bank of England policymakers. Arlingclose's central case is for Bank Rate to remain at 0.25%, but there is a 40% possibility of a drop to close to zero, with a small chance of a reduction below zero.

Gilt yields are forecast to be broadly flat from current levels, albeit experiencing short-term volatility.

	Dec 16	Mar 17	Jun 17	Sept 17	Dec 17	Mar 18	Jun 18	Sept 18	Dec 18	Mar 19	Jun 19
Interest Rate	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%	0.25%

Global interest rate expectations have been pared back considerably. There remains a possibility that the Federal Reserve will wait until after November's presidential election, and probably hike interest rates in in December 2016 but only if economic conditions warrant.

In addition, Arlingclose believes that the Government and the Bank of England have both the tools and the willingness to use them to prevent market-wide problems leading to bank insolvencies. The cautious approach to credit advice means that the banks currently on the Authority's counterparty list have sufficient equity buffers to deal with any localised problems in the short term.

4.00 BORROWING REQUIREMENTS AND DEBT MANAGEMENT

4.01 PWLB (Public Works Loans Board) Certainty Rate Update.

In August 2016, the Authority submitted its application to WG along with the 2016-17 Capital Estimates Return to access this reduced rate for a further 12 months from 1st November 2016.

- 4.02 The total long term borrowing outstanding, brought forward into 2016/17 totalled £251.3 million.
- 4.03 Loans with the Public Works Loans Board are in the form of fixed rate (£222.35m) and variable rate (£10m). The remaining £18.95m is variable in the form of Lobo's (Lender's Option, Borrower's Option). The Council's average borrowing rate is currently 5.01%.

	Balance 01/04/2016 £m	Debt Maturing £m	New Debt £m	Balance 30/09/2016 £m
Long Term Borrowing	251.3	0.00	0.00	251.3
TOTAL BORROWING	251.3	0.00	0.00	251.3
Other Long Term Liabilities *	7.1	0.60	0.00	6.5
TOTAL EXTERNAL DEBT	258.4	0.60	0.00	257.8
Increase/ (Decrease) in Borrowing £m				-0.6

- 4.04 The Capital Financing Requirement (CFR) measures the Authority's underlying need to borrow for a capital purpose. The calculation of the CFR is taken from the amounts held in the Balance Sheet relating to capital expenditure and financing.
- 4.05 No other new long term borrowing has been undertaken so far during 2016/17.

Affordability (interest costs charged on new loans) and the "cost of carry" (costs associated with new loans) remain important influences on the Council's borrowing strategy alongside the consideration that, for any borrowing undertaken ahead of need, the proceeds would have to be invested in the money markets at rates of interest significantly lower than the cost of borrowing.

4.06 Loans at Variable Rates

The extent of variable rate borrowing the Council can potentially undertake is influenced by the level of Reserves and Balances. The interest rate on the Council's £10m variable rate loans averaged 0.52%.

The Council has determined that exposure to variable rates is warranted. It also assists with the affordability and budgetary perspective in the short-to-medium term. Any upward movement in interest rates and interest paid on variable rate debt would be offset by a corresponding increase in interest earned on the Council's variable rate investments. The interest rate risk associated with the Council's strategic exposure of £10m is regularly reviewed with our treasury advisor

against clear reference points, this being a narrowing in the gap between short and longer term interest rates. If appropriate, the exposure to variable interest rates will be reduced by switching into fixed rate loans.

4.07 Internal Borrowing

Given the significant cuts to local government funding putting pressure on Council finances, the strategy will be 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 2.67%.

The use of internal resources in lieu of borrowing has therefore continued to be the most cost effective means of funding capital expenditure, with a projection for £15m to be utilised for this purpose by the end of 2016/17. This has lowered overall treasury risk by reducing both external debt and temporary investments.

The Council acknowledges that this position is not sustainable over the medium term and borrowing options and the timing of such borrowing continue to be assessed, with current expectations that the Council will need to borrow for capital purposes during the year as well as maximising the use of internal borrowing.

4.08 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. The option to change the terms on £18.95m of the Council's LOBOs was not exercised by the lender. The Authority acknowledges there is an element of refinancing risk even though in the current interest rate environment lenders are unlikely to exercise their options.

4.09 Debt Rescheduling

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.

The Corporate Finance Manager, in conjunction with the Council's treasury advisors will continue to review any potential opportunities 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).

5.0 INTERIM INVESTMENT AND PERFORMANCE REPORT

- 5.01 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.
- 5.02 The maximum investments the Authority had on deposit at any one time totalled £51.1m. The average investment balance for the period was £36.4m and the average rate of return was 0.51%, generating investment income of £94k.
- 5.03 Investments have been made with UK banks and building societies up to periods of 185 days (6 months), as well as utilising investment opportunities afforded by money market funds, instant access accounts, Debt Management Office, other Local Authorities and other financial instruments such as Certificates of Deposit (CD's).
- 5.04 The average debt balance held was £251.3m and the average rate paid was 5.01%, generating interest payable of £3.578m in line with budget forecasts (to date).

	Investments		Borrowing	
	Interest received £'000	Interest rate %	Interest paid £'000	Interest rate %
Actual	94	0.51	3.578	5.01
Budget	33	0.67	3.582	5.02
Difference	61	-	4	-

Year end projections are as follows:

	Investments		Borrowing	
	Interest received £'000	Interest rate %	Interest paid £'000	Interest rate %
Actual	110	0.35	12,703	5.01
Budget	65	0.67	12,930	5.02
Difference	45	-	227	-

5.05 *Credit Risk (security)*

Counterparty credit quality was assessed and monitored with reference to credit ratings (the Authority's minimum long-term counterparty rating for institutions defined as having "high credit quality" is A- across rating agencies Fitch, S&P and Moody's); credit default swap prices, financial statements, information on potential

government support and reports in the quality financial press.

Counterparty Update (provided by Arlingclose Ltd)

Various indicators of credit risk reacted negatively to the result of the referendum on the UK's membership of the European Union. UK bank credit default swaps saw a modest rise but bank share prices fell sharply, on average by 20%, with UK-focused banks experiencing the largest falls. Non-UK bank share prices were not immune although the fall in their share prices was less pronounced.

Fitch downgraded the UK's sovereign rating by one notch to AA from AA+, and Standard & Poor's downgraded its corresponding rating by two notches to AA from AAA. Fitch, S&P and Moody's have a negative outlook on the UK. S&P took similar actions on rail company bonds guaranteed by the UK Government. S&P also downgraded the long-term ratings of the local authorities to which it assigns ratings as well as the long-term rating of the EU from AA+ to AA, the latter on the agency's view that it lowers the union's fiscal flexibility and weakens its political cohesion.

Moody's affirmed the ratings of nine UK banks and building societies but revised the outlook to negative for those that it perceived to be exposed to a more challenging operating environment arising from the 'leave' outcome.

There was no immediate change to Arlingclose's credit advice on UK banks and building societies as a result of the referendum result. Our advisor believes there is a risk that the uncertainty over the UK's future trading prospects will bring forward the timing of the next UK recession.

The European Banking Authority released the results of its 2016 round of stress tests on the single market's 51 largest banks after markets closed on Friday 29th July. The stress tests gave a rather limited insight into how large banks might fare under a particular economic scenario. When the tests were designed earlier this year, a 1.7% fall in GDP over three years must have seemed like an outside risk. Their base case of 5.4% growth now looks exceptionally optimistic and the stressed case could be closer to reality. No bank was said to have failed the tests. The Royal Bank of Scotland made headline news as one of the worst performers as its ratios fell by some of the largest amounts, but from a relatively high base. Barclays Bank and Deutsche Bank ended the test with Common Equity Tier 1 (CET1) ratios below the 8% threshold, and would be required to raise more capital should the stressed scenario be realised. The tests support our cautious approach on these banks.

In July Arlingclose completed a review of unrated building societies' annual financial statements. Cumberland, Harpenden and Vernon Building Society were removed from Arlingclose's advised list, following a deterioration in credit indicators. The maximum advised maturity was also lowered for eleven societies from 6 months to 100 days due to the uncertainty facing the UK property market

following the EU referendum.

In June Moody's downgraded Finland from Aaa to Aa1 on its view that Finnish economic growth will remain weak over the coming years, reducing the country's ability to absorb economic shocks.

Fitch upgraded the long-term rating of ING Bank from A to A+ based on Fitch's view of the bank's solid and stable financial metrics and its expectation that that the improvement in earnings will be maintained.

Fitch also upgraded Svenska Handelsbanken's long-term rating from AA- to AA reflecting the agency's view that the bank's earnings and profitability will remain strong, driven by robust income generation, good cost efficiency and low loan impairments.

5.06 *Liquidity*

In keeping with the WG's Guidance on Investments, the Council maintained a sufficient level of liquidity through the use of Money Market Funds and call accounts.

5.07 *Yield*

The Council sought to optimise returns commensurate with its objectives of security and liquidity. The Council's investment yield is outlined in 5.02.

6.00 COMPLIANCE

6.01 The Council can confirm that it has complied with its Prudential Indicators for the period April to September 2016. These were approved on 16th February 2016 as part of the Council's 2016/17 Treasury Management Strategy.

6.02 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 the period April – September 2016. None of the Prudential Indicators have been breached and a prudent approach has been taking in relation to investment activity with priority being given to security and liquidity over yield.

7.00 OTHER ITEMS

7.01 Other treasury management related activity that took place during April – September 2016 includes:

- The Treasury Management Annual Report 2015/16 was reported to Audit

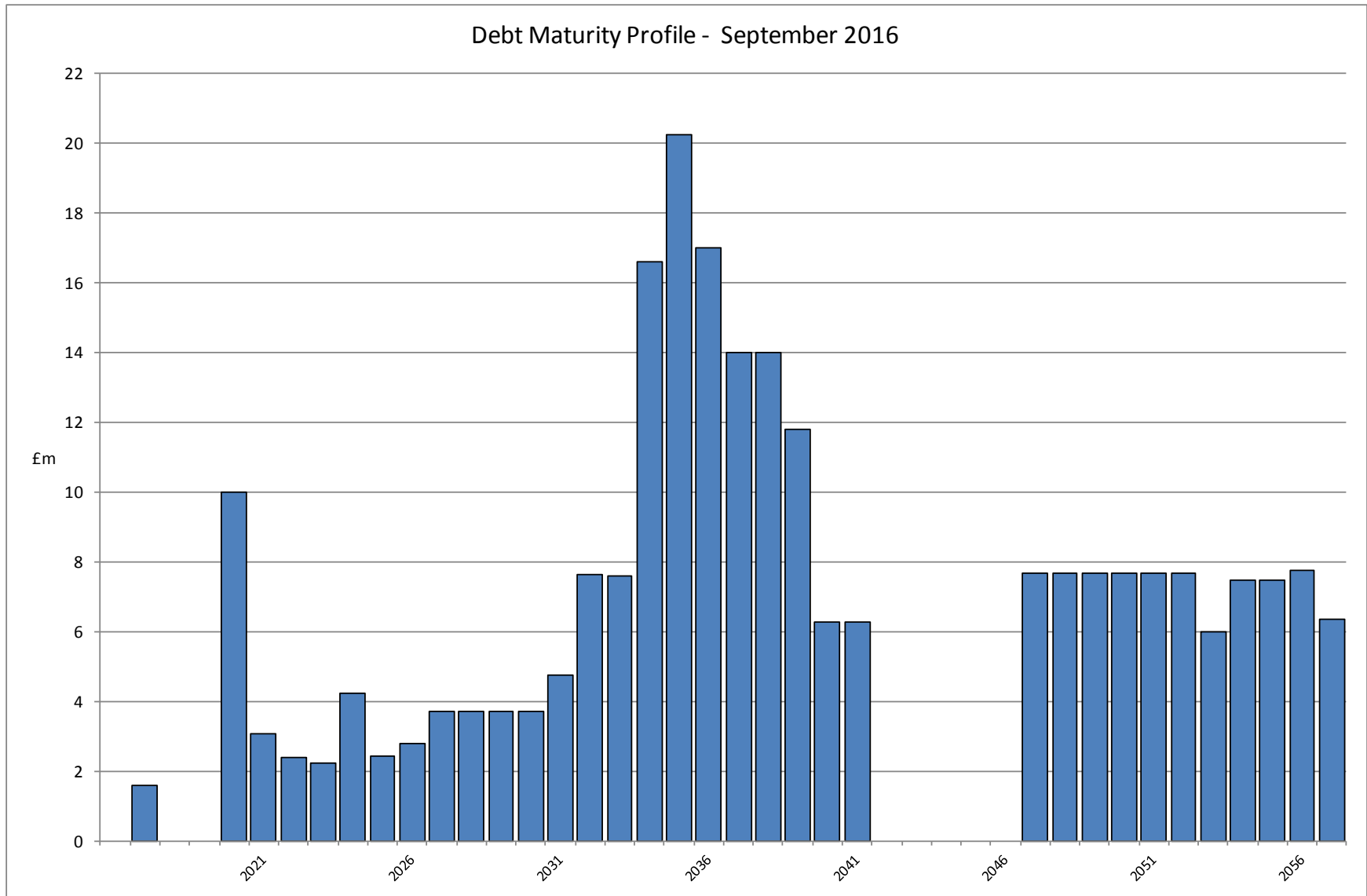
Committee on 13th July 2016. Cabinet and Council reviewed and approved the report in September.

- Quarterly Treasury Management updates were reported to the Audit Committee.
- The Council continues to be a member of the CIPFA Treasury Management Forum and the TM Network Advisory Group.
- In July Internal Audit issued their 2015-16 Audit Report on Treasury Management. Audit Opinion gave a 'Green' level of assurance, with just two recommendations.

8.00 CONCLUSION

8.01 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 the first half of 2016/17.

8.02 As indicated in this report 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.





CABINET

Date of Meeting	Tuesday 14 February 2017
Report Subject	Wales Audit Office report on Financial Resilience: Savings Planning
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

Wales Audit Office (WAO) has recently produced a report for Flintshire entitled “Financial Resilience: Savings Planning”. The scope of the review intended to answer the following: *“Do the council’s financial savings planning arrangements support financial resilience?”*

The main conclusion of the review is:

“The Council has a sound financial planning framework and it continues to strengthen its financial planning to better support future financial resilience.”

To further strengthen these arrangements the WAO have identified one proposal for improvement which is:

“Strengthen financial planning arrangements by ensuring that all savings proposals are sufficiently developed before the start of the financial year in which they are to be implemented.”

RECOMMENDATIONS

1	To receive and endorse the findings of the WAO report on the Council’s arrangements for financial savings planning which support the financial resilience of the Council.
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REPORT DETAILS

1.00	EXPLAINING THE FINANCIAL RESILIENCE REPORT
1.01	<p>During 2015-16 the Wales Audit Office undertook work at all councils to assess the adequacy of their financial planning, control and governance arrangements. Local reports were issued and a national summary report published in August 2016.</p> <p>The national summary report concluded that “strategic planning arrangements are improving but councils have difficulty in developing and delivering the savings and changes to services at the pace required to ensure future financial resilience”.</p> <p>The local review in 2015-16 concluded that <i>“the Council continued to improve its financial planning and control arrangements and strengthen its ability to respond to the ongoing financial challenges.”</i></p>
1.02	<p>A follow-up review of financial resilience was undertaken between June and September last year focusing on work to identify, plan for and deliver savings. This review is being undertaken at all 22 councils.</p> <p>The scope of the review is the Council’s arrangements for financial savings planning which, in the current funding climate and the reduced settlements for local government is critical to financial resilience.</p>
1.03	<p>The conclusion of this recent review is: <i>“the Council has a sound financial planning framework and it continues to strengthen its financial planning to better support future financial resilience”</i>.</p>
1.04	<p>The supporting conclusions of the review include:</p> <p>Savings achievement 2015-16: The Council has reported achievement of 83% of its planned 2015-16 savings in year and can demonstrate that individual savings have been delivered.</p> <p>Financial planning arrangements: The Council has an effective corporate framework for financial planning and plans to lengthen the term of the MTFs to five years to address the current lack of indicative plans for future years.</p> <p>Savings Plan 2016-17: The Council forecasts that it is will achieve 90% of its 2016-17 revised planned savings but some of its savings proposals are not sufficiently well developed when the budget is approved.</p>
1.05	<p>WAO identified one proposal for improvement which is:</p> <p><i>“Strengthen financial planning arrangements by ensuring that all savings proposals are sufficiently developed before the start of the financial year in which they are to be implemented.”</i></p>

1.06	The Council welcomes this report as positive assurance of the arrangements in place to support future financial planning.
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2.00	RESOURCE IMPLICATIONS
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2.01	There are no specific resource implications regarding this report; as the report is a view of the Council's general arrangements to support financial resource planning.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	Wales Audit Office sought views from Chief Officers and finance colleagues to inform their review.
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4.00	RISK MANAGEMENT
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4.01	The Council consistently reviews risks in relation to financial planning and the resilience of its plans. The Medium Term Financial Strategy and in-year business plans are monitored monthly.
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5.00	APPENDICES
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5.01	Appendix 1 – Financial Resilience: Savings Planning – Flintshire County Council: January 2017
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Wales Audit Office: Financial Resilience Assessment (March 2016)</p> <p>Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer</p> <p>Telephone: 01352 702740</p> <p>E-mail: karen.armstrong@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	Wales Audit Office (WAO): Works to support the Auditor General as the public sector watchdog for Wales. They aim to ensure that the people of Wales know whether public money is being managed wisely and that public bodies in Wales understand how to improve outcomes.
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WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Archwilydd Cyffredinol Cymru
Auditor General for Wales

Financial Resilience: Savings Planning – **Flintshire County Council**

Audit year: 2016-17

Date issued: January 2017

Document reference: 671A2016

This document has been prepared as part of work performed in accordance with statutory functions.

In the event of receiving a request for information to which this document may be relevant, attention is drawn to the Code of Practice issued under section 45 of the Freedom of Information Act 2000.

The section 45 code sets out the practice in the handling of requests that is expected of public authorities, including consultation with relevant third parties. In relation to this document, the Auditor General for Wales and the Wales Audit Office are relevant third parties. Any enquiries regarding disclosure or re-use of this document should be sent to the Wales Audit Office at

info.officer@audit.wales.

The team who delivered the work comprised Charlotte Owen and Jeremy Evans, under the direction of Alan Morris.

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The Council has a sound financial planning framework and it continues to strengthen its financial planning to better support future financial resilience.

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The Council has reported achievement of 83% of its planned 2015-16 savings in year and can demonstrate that individual savings have been delivered	9
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The Council has an effective corporate framework for financial planning and plans to lengthen the term of the MTFs to five years to address the current lack of indicative plans for future years	10
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The Council forecasts that it is will achieve 90% of its 2016-17 revised planned savings but some of its savings proposals are not sufficiently well developed when the budget is approved	12
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Summary report

Summary

- 1 Good financial management is essential for the effective stewardship of public money and the continual delivery of efficient public services. The current financial climate and the reduced settlements for local government mean that good financial planning, with well-considered savings plans, is critical to financial resilience.
- 2 This review focuses on answering the following question: **Do the council's financial savings planning arrangements support financial resilience?**
- 3 Good financial planning:
 - helps councils take the right decisions for the short, medium and long term;
 - helps councils deliver services to meet statutory obligations and the needs of local communities;
 - is essential for good corporate governance;
 - is about managing performance and achieving strategic objectives as much as it is about managing money;
 - underpins service quality and improvement;
 - is the basis of accountability to stakeholders for the stewardship and use of resources; and
 - is a key management discipline.
- 4 Financial planning for the medium to long term involves understanding future demand, assessing the impact of probable changes, reviewing the gaps between funding needs and possible income and, where necessary, developing appropriate savings strategies.
- 5 A council's strategic priorities and its financial health should be the basis for deciding what is practicable. Well-considered and detailed long-term financial strategies and Medium-Term Financial Plans can ensure the delivery of strategic priorities by enabling appropriate financial choices. Conversely, short-term annual budget planning encourages an incremental and process-driven approach that is too inflexible in a period of rapid external change.
- 6 Councils cannot accurately forecast the proportion of their income that relies on the Welsh Government beyond the current settlement. However, they can use information to anticipate changing circumstances, set priorities, make choices and manage service delivery. They can calculate how much they would need to deliver services (at current or future prices) and review alternative income and spending scenarios to identify gaps and prepare for the future by investigating different approaches.

- 7 During 2015-16 the Wales Audit Office undertook work at all councils to assess the adequacy of their financial planning, control and governance arrangements. Local reports were issued and a national summary report published in August 2016. The national summary report concluded that **strategic planning arrangements are improving but councils have difficulty in developing and delivering the savings and changes to services at the pace required to ensure future financial resilience.**
- 8 In this assessment, undertaken during the period June to September 2016, we have focused on work to identify, plan for and deliver savings. We examined the extent to which Flintshire County Council (the Council) achieved its 2015-16 savings plans, the work it has done to ensure financial resilience during the 2016-17 financial planning period and the robustness of its 2016-17 savings plans.
- 9 We sampled three savings proposals for 2016-17 and looked at the underlying assumptions and whether there are adequate mechanisms to ensure they can be delivered in the planned timescale.
- 10 We followed up our 2015-16 work to determine what the Council did as a consequence of what it learnt and how it has responded to our proposals for improvement in relation to financial planning if we made any.
- 11 In this report we have described some key characteristics of effective financial planning – **What good looks like**. Auditors have used these and other factors to reach a balanced view on the effectiveness of a council's financial planning arrangements and to evaluate the ability of a council to deliver its Medium-Term Financial Plan (MTFP) and planned savings.
- 12 In our 2015-16 review we concluded that **the Council continued to improve its financial planning and control arrangements and strengthen its ability to respond to the ongoing financial challenges.**
- 13 In this review we concluded that **the Council has a sound financial planning framework and it continues to strengthen its financial planning to better support future financial resilience.**

Proposals for improvement

Exhibit 1: Proposals for improvement

- 14 It would be unusual if we did not find things that can be improved and, where we do, the Auditor General can take a variety of steps. In this case a proposal for improvement has been made and we would expect the Council to do something about it.

Proposals for improvement

- P1 Strengthen financial planning arrangements by:
- ensuring that all savings proposals are sufficiently developed before the start of the financial year in which they are to be implemented.

Detailed report

The Council has a sound financial planning framework and it continues to strengthen its financial planning to better support future financial resilience

Context

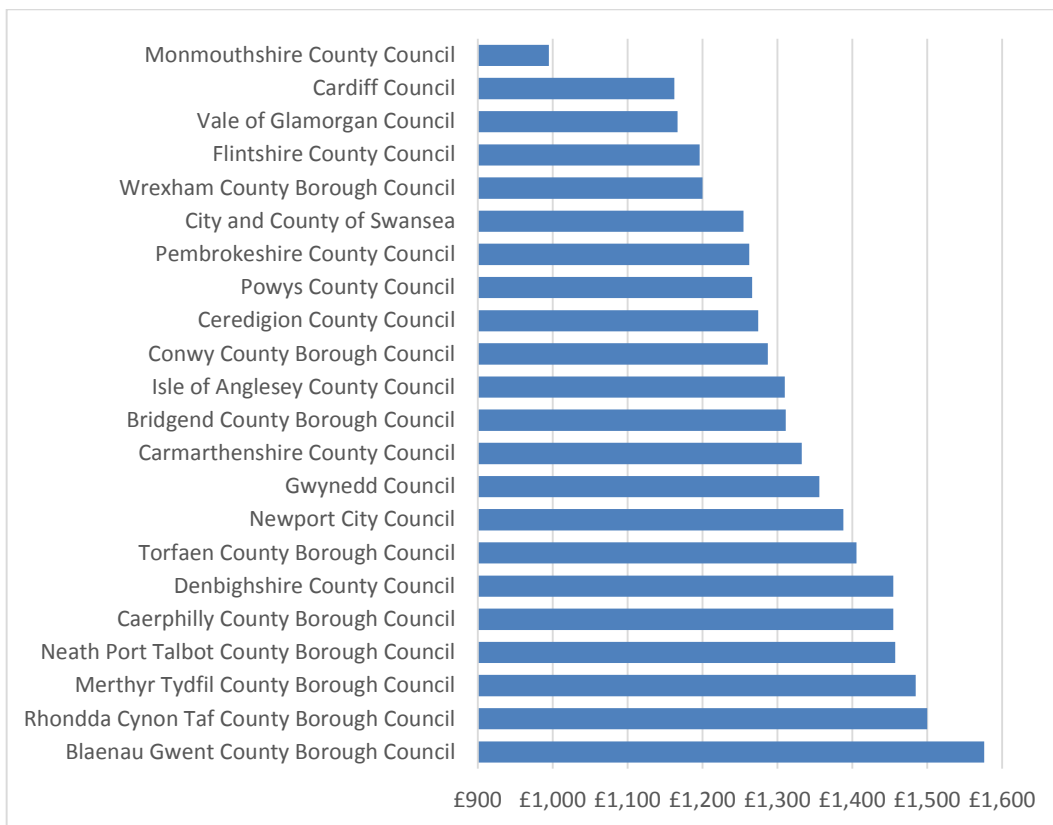
- 15 Since 2010, the UK government has reduced spending on public services as part of its plan to reduce the deficit. With cuts to its budget, the Welsh Government has had to make difficult choices as to how to allocate those funding cuts across devolved public services. As a result, the amount of core funding made available by the Welsh Government to local councils has reduced each year. So far, most local councils have managed to reduce expenditure and balance budgets, but the scale of annual reductions is likely to continue. Our analysis shows that between 2013-14 and 2016-17, there is a real-terms reduction of £483 million (10.9%) in this core funding¹.
- 16 The impact of the decision to leave the European Union may represent a threat to local councils and the wider public sector in Wales. In the immediate aftermath of the decision there was reaction across financial markets resulting in volatility in, for example, share prices, currency exchange rates, oil prices and bond yields, and the UK continues to face a great deal of uncertainty on top of significant questions regarding future economic and trading relationships with Europe. The Welsh Local Government Association (WLGA) has expressed concerns over the implications of the European Union referendum outcome, calling it a 'seismic change in UK public policy'² especially as local councils are the largest employer in Wales and the deliverer of many important public services.

¹ Comparing core funding (Aggregate External Finance (AEF)) across the period 2013-14 to 2016-17 is complicated for two main reasons. Firstly, the Welsh Government has incorporated into core funding grants that were previously provided separately. While this 'de-hypothecation' of grants results in an increase in core funding, it is not necessarily a net increase in funding. The net value of grants incorporated into core funding since 2013-14 is around £76 million in real terms (adjusted for inflation).

² Welsh Local Government Association, **Councils voice concern over service impacts of EU referendum**, 24 June 2016

- 17 Whilst the overall Welsh Government funding has reduced, councils have been expected to protect schools and social care from the bulk of the pressures. Social care in particular has struggled even with this protection as for example demographic changes have led to increased demand. However, this does mean that other services have borne the majority of the cuts and have seen reductions in budgets of 30% or more in real terms.
- 18 The Council received £185 million in support from Welsh Government in 2016-17. This represents £1,196 per person in the county, below the average for Wales and a real-terms reduction of 10.1%³ per head since 2013-14.

Exhibit 2: Welsh Government support in 2016-17



Source: Stats Wales (www.statswales.gov.wales)

³ The percentage reduction per head figure varies from the 2013-14 core funding reduction due to population variation over the same period.

Savings achievement 2015-16

The Council has reported achievement of 83% of its planned 2015-16 savings in year and can demonstrate that individual savings have been delivered

What good looks like

- 19 Councils that have a good track record of delivering the majority of planned in-year savings should have well developed savings and delivery plans in place which are underpinned by robust monitoring processes. These councils do not have to continually bridge the gap year on year, by identifying alternative savings, using unplanned one-off funding from earmarked reserves, general reserves, contingency funds or fortuitous unplanned income received during the year.

What we found

- 20 In our 2015-16 review the Council reported that it achieved 87% of its planned savings in 2014-15 in year.
- 21 In our 2016-17 review we found that achievement of planned savings reduced slightly in 2015-16 to 83%. Our findings are detailed below.
- 22 The Council delivered a net underspend of nearly £1.5 million on its 2015-16 budget and reported that it achieved 83% of its planned savings. Despite some service overspends, there was a collective net underspend on service and corporate budgets and the Council's income was higher than expected.
- 23 The Council's planned budget strategy for 2015-16 included the use of £1 million from an earmarked reserve set up to help balance budgets. In year, the Council also used £1.86 million from its Contingency Reserve; it later transferred the £1.5 million year end budget surplus back to the Reserve, resulting in net use of £371,000.
- 24 The £2.2 million savings under achievement was offset by budget underspends. The Council classifies its savings according to type, for example collaboration, income generation, structural review and service efficiency.
- 25 Savings plans are embedded in the base budget and form part of the budget monitoring process. In 2015-16, the Council established Programme Boards to monitor portfolio budgets and savings. Boards meet regularly and provide senior officers and Members with the opportunity to review performance and provide challenge. Regular budget monitoring reports to Cabinet provide an update on forecast savings achievement and detail variances against target.
- 26 The Council has strengthened its approach to budget planning and savings by adopting rolling three-year business plans. These require portfolios to identify savings for a three year period. The Council expects to extend this to cover a five year period, following council elections in May 2017.

Financial planning arrangements

The Council has an effective corporate framework for financial planning and plans to lengthen the term of the MTFs to five years to address the current lack of indicative plans for future years

What good looks like

- 27 The MTFP is a key component of an effective, integrated corporate planning framework. Good medium-term financial planning and annual budgeting should reflect the council's strategic objectives and priorities for the year, and over the longer term. MTFPs typically span a three-to-five year period and should identify how resources will be allocated to both the delivery of services and the council's priorities. The impact on citizens and other stakeholders should also be considered.
- 28 Good MTFPs include consideration of key financial risks together with their mitigation. Councils have to make assumptions around inflation, income levels, demographics, future demand for services and the costs of delivering services, and these need to be based on reasonable predictions. The council should also use financial modelling to assess the likely impacts on financial plans and required savings for a range of different scenarios and risks. The MTFP should be frequently reviewed and updated to reflect changes in assumptions and risks.
- 29 Councils should operate within a level of reserves and balances (including earmarked reserves and the general fund balance), approved by Members, and appropriate to the strategic, operational and financial risks it faces. Councils should include details on how reserves will be used over the period of the MTFP.
- 30 The council must demonstrate that it understands its sources of income and the risks arising from these, and that it has reviewed its approach to fees and charges, for its services, to achieve value for money.

What we found

- 31 In our 2015-16 review we found that the Council was strengthening its financial planning arrangements but its approach to setting budgets for 2016-17 was high risk.
- 32 In our 2016-17 review we found that the Council has an effective corporate framework for financial planning. There are good links between its Medium Term Financial Strategy (MTFS) and corporate priorities, and processes are supported by relevant policies. However, the Council continues to take a high risk approach to closing a proportion of its savings gap. Our findings are detailed below.
- 33 There are strong links between the Council's corporate and medium term financial planning processes. The Council's overall vision and eight strategic priorities,

which constitute its improvement objectives, are clearly articulated within its Improvement Plan. These priorities are linked to portfolio business plans and budgets are aligned to support the delivery of the Council's corporate vision, aims and priorities.

- 34 The Council is beginning to make links to new legislation in its corporate planning arrangements. The Council is also working with the local Public Service Board to develop a common approach to the Well-being of Future Generations (Wales) Act 2015.
- 35 The Council's MTFS covers a rolling three-year period. A formal update rolling the Strategy forward is approved by Cabinet each year as part of the budget setting process. Medium term financial planning assumptions are kept under review and regularly updated to take account of changes in key variables and other emerging issues.
- 36 The MTFS forecasts are comprehensive and modelling software is used to apply sensitivity analysis to projected budget shortfalls. The MTFS identifies a budget gap of nearly £21 million for 2017-18 to 2018-19. The Council has identified approximately £10 million of savings for 2017-18, and whilst the Strategy sets out the Council's approach to funding the gap, no specific detail is provided for 2018-19 as this is beyond the current MTFS date range. The Council is currently planning to extend the MTFS to cover a five-year period, which is positive. The Council's funding strategy has three parts: service reform, corporate financial stewardship and working with Welsh Government. The Council considers that its strategy in relation to securing Welsh Government funding is high risk, but the approach is endorsed by Members and the Council considers it is getting some success. The Council does consider alternative methods to meet the shortfall.
- 37 The MTFS is also underpinned by reasonable and appropriate assumptions for key variables such as grant funding, inflation and interest rates. The impact of demographic changes and the national and local economy on demand and expenditure pressures are also assessed.
- 38 The Council's Reserves and Balances Protocol was approved in September 2015 and sets out how the council determines, manages and reviews the level of its Council Fund Balance and Earmarked Reserves. The Council Fund Balance is maintained at a level equivalent to 2% of its annual budget. The balance above this base level makes up the Council's Contingency Reserve, which is used to mitigate against budget overspends. At the end of 2015-16, the Council held £10.1 million in its Council Fund Balance: £5.7 million base level and £4.4 million Contingency Reserve.
- 39 As part of the budget setting process, the Council reviews all reserves and balances and determines whether reserves are required to underpin the base budget. In 2015-16, the Council established a Budget Strategy Reserve to help balance budgets over the medium term. During the year, regular budget monitoring reports to Corporate Resources Overview and Scrutiny Committee (CROSC) and Cabinet summarise the latest position in relation to reserves.

- 40 The Council's MTFs recognises the need to maximise income generation and develop a policy to support this aim. Our previous Financial Resilience report included a proposal for improvement that the Council should complete and implement a comprehensive Income Generation and Charging Policy in time to support the 2017-18 budget. In response to this, the Council appointed an external partner to undertake a review of fees and charges and produce a corporate income policy. This work is due to be completed during autumn 2016 and the Council plans to implement any recommendations that arise by December. As the 2017-18 budget planning process is already underway, the new policy will have limited impact on this cycle of budget planning, but should ensure a more robust and consistent approach to income generation in future years.
- 41 The Council has effective budget monitoring and reporting processes in place. Regular budget monitoring reports are detailed and informative and enable Members to scrutinise and challenge performance against budget.

Savings Plan 2016-17

The Council forecasts that it is will achieve 90% of its 2016-17 revised planned savings but some of its savings proposals are not sufficiently well developed when the budget is approved

What good looks like

- 42 Councils that deliver savings effectively have well-considered savings plans that sit within longer-term savings strategies which are underpinned by well-developed fully costed individual savings and delivery plans aligned with the MTFP. Savings proposals should be specific and risk assessed in terms of likelihood of achievement.

What we found

- 43 In our 2016-17 review we found that the Council expects to achieve 90% of its revised planned savings but some savings proposals were insufficiently developed at the time the budget was set. Our findings are detailed below.
- 44 The Council expects all services other than Schools and Social Services to make savings of at least 30% (approximately £28 million) over the period 2015-2018. These savings have been developed through three-year portfolio business plans. The Council has fully identified and costed savings plans to meet the savings required for 2016-17. The MTFs summarises £10 million of indicative efficiency options for 2017-18 and the 2017-18 budget process, currently underway, will fully identify how the remaining gap will be filled. The Council's latest financial monitoring report forecasts that 90% of its revised savings plans for 2016-17 will be achieved in year.

- 45 The Council routinely classifies its savings proposals by type. The majority are service efficiencies, followed by structural review, service reductions and income generation.
- 46 Savings proposals are effectively risk assessed as part of the budget setting process. For each proposal, the savings plan sets out the risk status for the acceptability and deliverability and the financial robustness of the underlying costings. The majority of savings proposals are well developed and financially robust, which supports the Council's forecast for in year achievement. However analysis of proposals forecast to be underachieved in 2016-17 found that 93% were categorised as not fully costed. By approving savings proposals which are not fully developed, the Council could prejudice its ability to achieve its savings target.
- 47 Equality Impact Assessments are carried out for all savings proposals that impact on citizens or stakeholders. The Council also continues to refine its approach to stakeholder engagement. Its 'This is Your Moment' consultation was used to inform the 2016-17 budget and raise public awareness of the ongoing challenges and options the Council faces.
- 48 The Council's savings plan is both specific and measurable, listing individual savings projects and their value by portfolio. The plan is also supported by portfolio business plans. The Council regularly monitors and reports on achievement of savings proposals. Programme boards monitor each portfolio's progress against savings and budgetary targets and monthly reports to Cabinet and CROSC include an update on delivery of savings plans.
- 49 The three savings proposals for 2016-17 we sampled to test the underlying assumptions and whether there are adequate mechanisms to ensure they can be delivered in the planned timescale were:
- construction of waste handling facility – £100,000 (Invest to Save);
 - library relocations – £30,000 (Service Reduction); and
 - in-house bailiff service – £60,000 (Income Generation).

In each case we found that options appraisals were underpinned by reasonable assumptions, delivery plans had clear timescales and the proposals were supported by appropriate approval and consultation processes. Due to unforeseen delays to the construction of the waste handling facility, the Council anticipates that only £80,000 of the planned saving will be achieved in 2016-17 but a full year saving will follow in 2017-18.

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CABINET

Date of Meeting	Tuesday 14 th February 2017
Report Subject	Growth Vision and Strategy for the Economy of North Wales
Cabinet Member	Leader of the Council and Cabinet Member for Regeneration
Report Author	Chief Executive and Chief Officer (Community and Enterprise)
Type of Report	Strategic

EXECUTIVE SUMMARY

Cabinet adopted the *Growth Vision for the Economy of North Wales* in September 2016. The vision sets out a clear strategic ambition for North Wales for infrastructure development, skills and employment, and business growth. The cabinets of the five partner councils in the region similarly adopted the strategy.

North Wales has been formally invited to develop the strategy into a 'Growth Bid' for national investment and the conferment of powers to the region by the UK and Welsh Governments. Our regional work is running in parallel to the development and agreement of growth bids in selected regions of England and in South Wales.

Work is ongoing to prioritise the content of the strategy for inclusion in a formal bid. The six councils have reached an outline agreement on a governance model for the regional economic strategy.

The preferred regional governance model of a statutory joint committee is set out in the report.

RECOMMENDATION

1.	To endorse the preferred regional governance model of a statutory joint committee for further development.
2.	To invite the newly elected Council to enter into a statutory joint committee model with the five partner councils, within the first three months of the new Council term, once a detailed constitution and inter-authority agreement is available.

REPORT DETAILS

1.00	DEVELOPING A GROWTH BID
1.01	The adopted <i>Growth Vision for the Economy of North Wales</i> is re-attached for reference. The vision sets out a clear ambition for North Wales for infrastructure development, skills and employment, and business growth. The strategy aspires to increasing the value of the regional economy from £12.8 billion to £20 billion by 2035 with the creation of 120,000 new employment opportunities.
1.02	Selected regions of England, and the Cardiff Capital City Region and the Swansea Bay City Region, have been invited by the UK Government to develop a 'Growth Bid' for approval. North Wales was invited to develop a bid by the UK Government in mid-2016. This Governmental commitment to support a regional bid was restated in the Chancellor's autumn statement.
1.03	A Growth Bid is a formal proposal for Government investment and the conferment of devolved powers. Bidding regions are required to have a legal, resilient and accountable governance model for the planning and implementation of their strategy. Regions are expected to be prepared to invest in their own strategies, alongside Government(s), in capital allocations, sharing in capital borrowing, the use of land and assets, and in resourcing professional and project capacity. Each bid will have negotiated objectives and targets. For North Wales, the Cardiff Capital City Region and the Swansea Bay Region the bidding process involves both the UK and Welsh Governments.
1.04	For North Wales there is a Governmental expectation that there is close joint strategic planning with the immediate North West of England and with the wider Northern Powerhouse network. Our vision and strategy builds on the strong alliances and joint planning both within the region, through the work of the North Wales Economic Ambition Board, and cross-border through the Mersey Dee Alliance and joint work with the Cheshire and Warrington Local Enterprise Partnership. The North Wales and the Cheshire and Warrington growth bids are being developed together and there is a co-dependency for their success. North Wales is also making contributions to the wider strategy of the Northern Powerhouse network, for example the nomination of prime strategic sites for business growth and inward investment. Road and rail infrastructure and connectivity, and wider transport planning including bus routes, are central to the strategy. The Growth Track 360 plan which makes the case for cross-border rail investment is progressing through the Governmental case-making and decision-making stages.
1.05	The strategy 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 strategy is also supported by the North Wales Economic Ambition Board which has a broad membership representing the public, private, education and third sectors. The Economic Ambition Board will

	<p>remain an important stakeholder network. Local government is expected to lead the planning and implementation of the strategy and the pivotal role of local government in Wales in regional planning has been reinforced by statements made by the Cabinet Secretary for Local Government and Finance, and latterly in the white paper for local government reform. Alongside the Economic Ambition Board a legal, resilient accountable governance model is required for the critical stages of (1) developing a formal Growth Bid from the strategy (2) agreeing an investment plan and (3) setting and overseeing an implementation plan.</p>
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2.00	THE PREFERRED GOVERNANCE MODEL
2.01	<p>There are few governance models available to the partner six councils. Whilst a combined authority model, which has growing popularity in England may be possible in the future, there is currently no legislative capacity for this model in Wales. The preferred governance model recommended by the leaders and chief executives of the partner councils, and supported informally by civil servants from Welsh Government, the Wales Office and UK Government departments is a statutory joint committee.</p>
2.02	<p>The statutory joint committee model is a known and dependable model. It is though a model with limitations. To support the joint committee a host authority will need to be nominated to provide legal, secretarial and administrative support, and one or more host authorities will need to be nominated to host the professional officers who will manage the programmes and projects within strategy implementation. Having several host authorities might be a more workable model as there will be several functions to oversee - specifically economic development, transport, and skills. Joint committees are a familiar model in the region with recent examples being the GWE School Improvement Consortium and the North Wales Residual Waste Treatment Project. A relevant past example is Taith as the former transport consortium.</p>
2.03	<p>An outline of the suggested terms of reference is set out below. The joint committee will require a constitution, which will include the terms of reference for its functions, and will be underpinned by an Inter Authority Agreement (IAA). An IAA is a joint agreement which sets out how the joint committee will be governed, the limitations of decision-making and the matters which are reserved for individual council approvals, the roles of host authorities, how financial contributions to the joint committee and the host authorities are to be apportioned, and how risks and benefits will be shared.</p>
2.04	<p>The recommended membership of the joint committee is the leaders of each of the six councils. Each leader would have a nominated deputy. The committee would be advised by lead professionals and the chief executives. There is the option to co-opt representative from key partner organisations including the North Wales Business Council, higher education and further education. Close working relationships with the Cheshire and Warrington Local Enterprise Partnership will be important and a form of cross-border joint co-ordinating group, without decision-making powers, is proposed.</p>

Outline Terms of Reference

1. Functions
2. Strategy
3. Prioritisation
4. Representation
5. Performance
6. Accountability

Terms of Reference 1: Functions

- Economic growth strategy and planning
- Infrastructure prioritisation and planning
- Strategic land use planning and allocation
- Transport planning and commissioning
- Skills planning and commissioning strategy
- Others to be added as powers are devolved

Terms of Reference 2: Strategy

- Setting of directional regional strategy
- On-going assessment of evidential regional need and opportunity to underpin the strategy
- Setting of priorities and investment plans to deliver the strategy

Terms of Reference 3: Prioritisation

- Prioritisation of contributory schemes
- Business case development and case-making for prioritised schemes
- Investment profiling and prioritisation
- Securing investment agreements

Terms of Reference 4: Representation

- Engagement and relationship management with regional partners
- Engagement and relationship management with cross-border partners
- Advocacy and lobbying with Welsh Government and UK Government, Ministers and political groupings
- Public and media relations and profile

Terms of Reference 5: Performance

- Programme management of implementation of the strategy
- Oversight of performance against key progress milestones and outcome measures
- Securing strategic, programme management, and project development and management resources to implement contributory schemes

	<p>Terms of Reference 6: Accountability</p> <ul style="list-style-type: none"> • Reporting to the six local authorities • Reporting to regional partners on performance, investment performance and risk management • Reporting to Welsh Government on performance and the effective use of their investment • Reporting to UK Government on performance and the effective use of their investment
2.06	<p>Limitations of Decision-Making and Reserved Matters</p> <p>Examples of decisions which will be reserved for individual council approvals are:-</p> <ul style="list-style-type: none"> • Agreement of functions to be given to the Joint Committee • Agreement of annual budget contributions for the Joint Committee and host authorities • Investment and borrowing commitments and risk exposure levels • Allocation of land and other asset for pooling
2.07	<p>A detailed constitution and Inter Authority Agreement will be developed in readiness for the new council term. This work will involve Chief Executives and the respective professional leads for economic development, the Monitoring Officers and the Finance Managers/Section 151 Officers.</p>

3.00	NEXT STAGES OF DEVELOPMENT
3.01	In the interim period prior to the local elections work will be completed on a draft constitution and Inter Authority Agreement.
3.02	Work continues in preparing for a formal Growth Bid with civil servants with the expectation that formal negotiations over a bid will begin by July once the joint committee is in being.

4.00	RESOURCE IMPLICATIONS
4.01	None directly at this early stage. There will be costs of servicing a joint committee, and the more significant costs for programme and project management for the development and implementation of the strategy. The costs are being evaluated amongst the six councils.

5.00	CONSULTATIONS REQUIRED / CARRIED OUT
5.01	Extensive consultation underpins the vision document as set out in the report.

6.00	RISK MANAGEMENT
6.01	None at this early stage. A risk management plan will be developed as part of the Growth Bid.

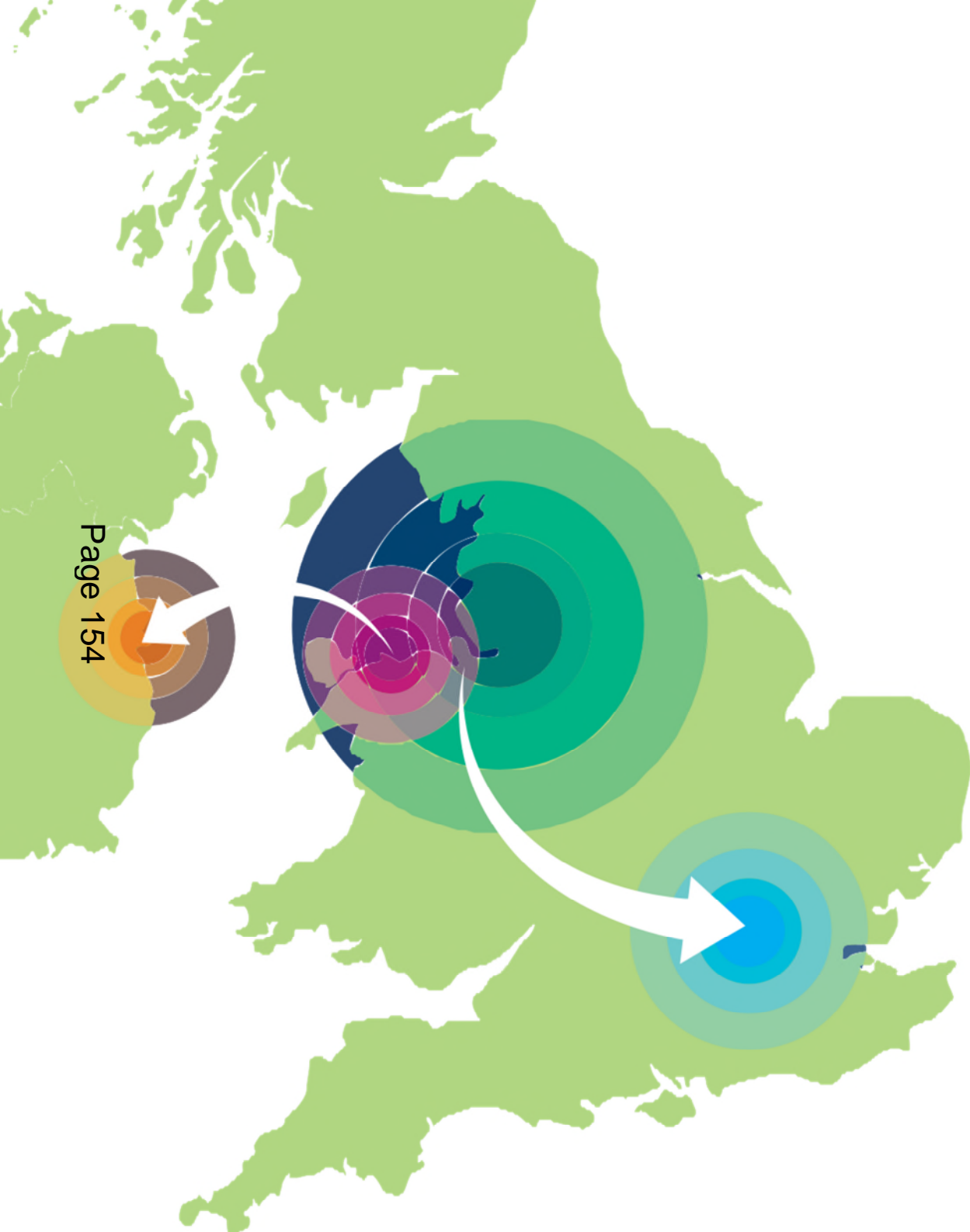
7.00	APPENDICES
7.01	Appendix 1 – A Growth Vision for the Economy of North Wales Appendix 2 – Growth Track 360 Prospectus

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

9.00	GLOSSARY OF TERMS
9.01	<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.</p> <p>North Wales Economic Ambition Board – a partnership of local authorities, private sector and education institutions working to develop stronger economic growth for the North Wales region.</p> <p>Mersey Dee Alliance – a partnership of Flintshire, Wrexham, Wirral and Cheshire West and Chester councils, with the 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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“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.

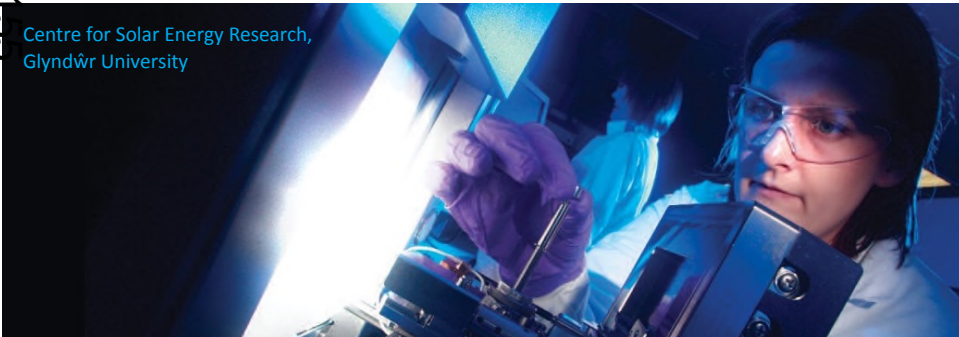
Our ambition for North Wales in 2035 is put forward in section 2 of the paper, with sections 3 and 4 setting out our Strategy and Action Plan of projects to deliver growth and enable the private sector to invest and boost productivity.

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.

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Centre for Solar Energy Research,
Glyndŵr University



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.

NORTH WALES IN 2035.....

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

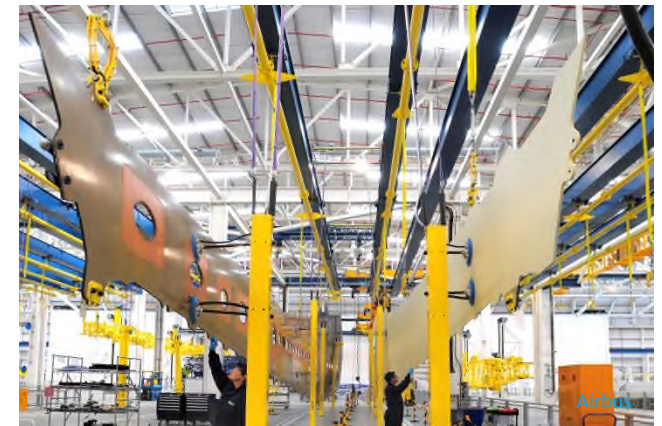
The **energy cluster** will have expertise around energy generation, low carbon technologies and processes, with businesses well-equipped to exploit opportunities as a result of investment in Wylfa Newydd, Trawsfynydd Small Modular Reactors and off-shore wind, biomass and tidal energy projects. Businesses 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:

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.

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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:

Dilwyn B. Roberts

Councillor Dilwyn Roberts, Leader



Hugh M Evans

Councillor Hugh Evans OBE, Leader



A. P. Shotton

Councillor Aaron Shotton, Leader



Dyfed Wyn Edwards

Councillor Dyfed Edwards, Leader



also

Chair, the North Wales Economic Ambition Board

north wales economic ambition board
bwrdd uchelgais economaidd gogledd cymru

M Pritchard

Councillor Mark Pritchard, Leader



I. W. Williams

Councillor Ieuan Williams, Leader



A. Rogers

Ashley Rogers, Chair



David Jones

David Jones OBE, Chief Executive



Maria Hinfelaar

Professor Maria Hinfelaar,
Vice Chancellor



John Hughes

Professor John Hughes,
Vice Chancellor



Glyn Jones

Glyn Jones OBE, Chief Executive





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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 - Moneypenny, 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

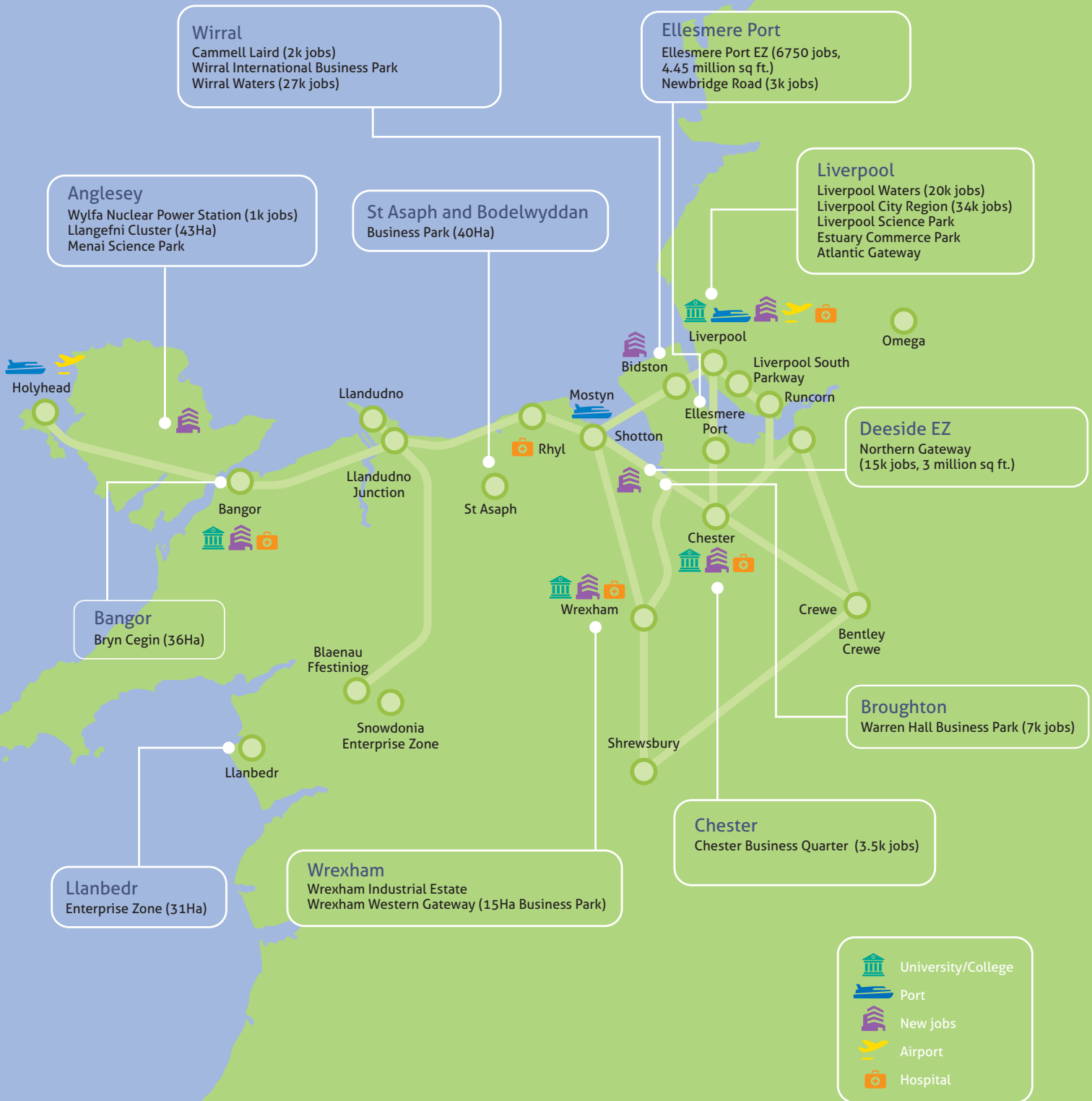
Making more of a prime asset for 'UK PLC'

- 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

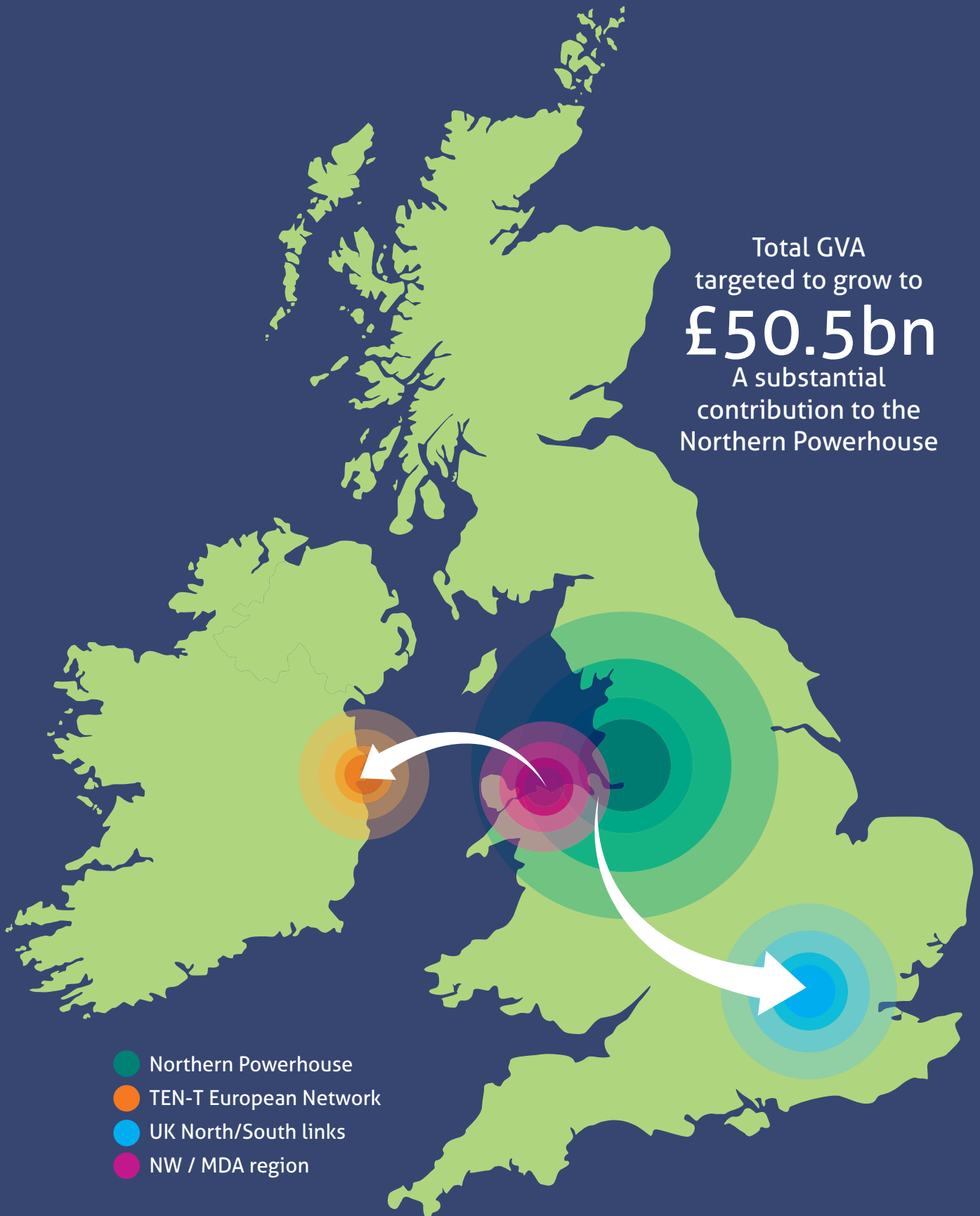
- An outstanding national park and world class landscapes
- 200 miles of coastline
- UNESCO World heritage sites and historic/cultural centres

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

1
integrated network

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.



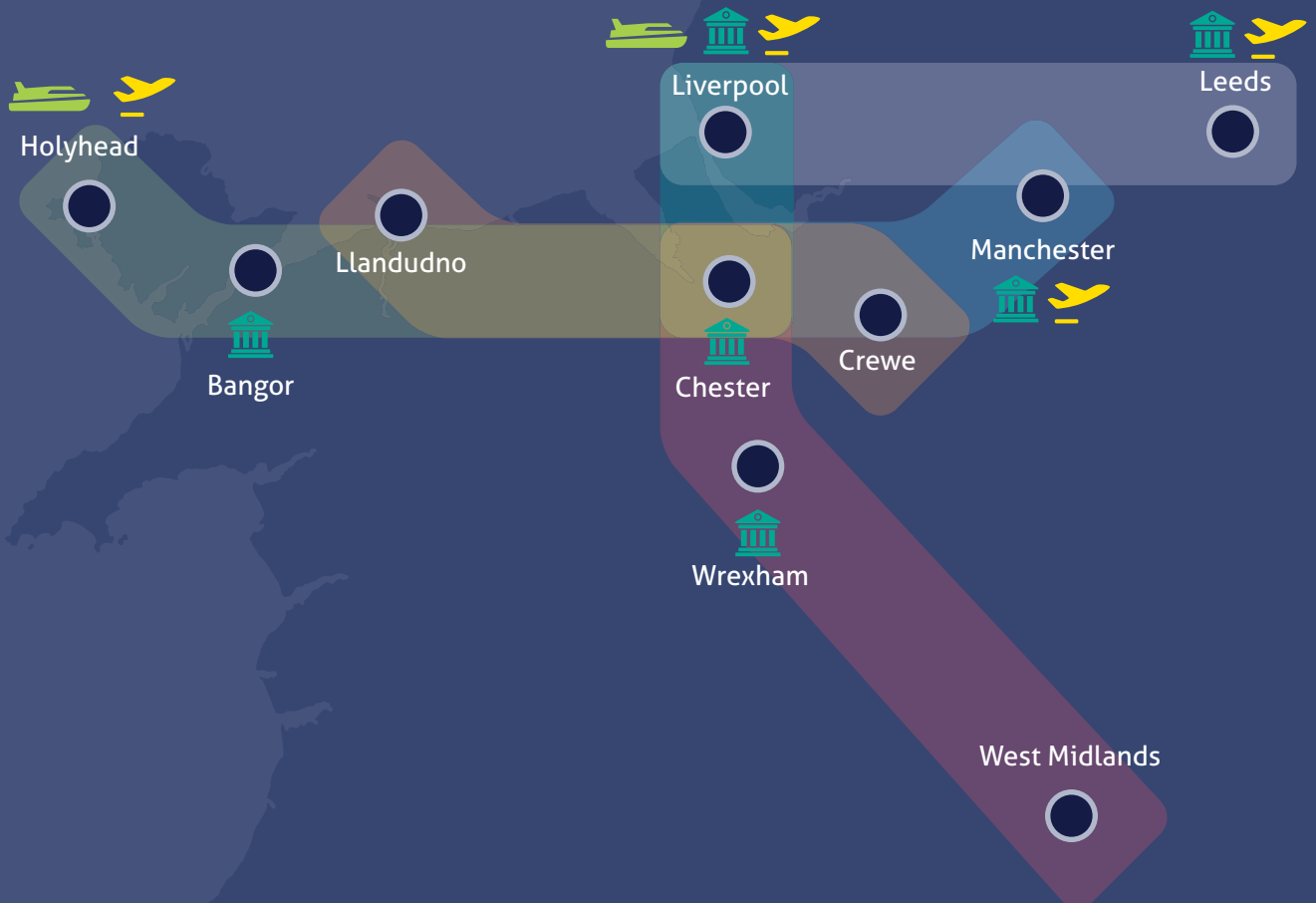
University



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

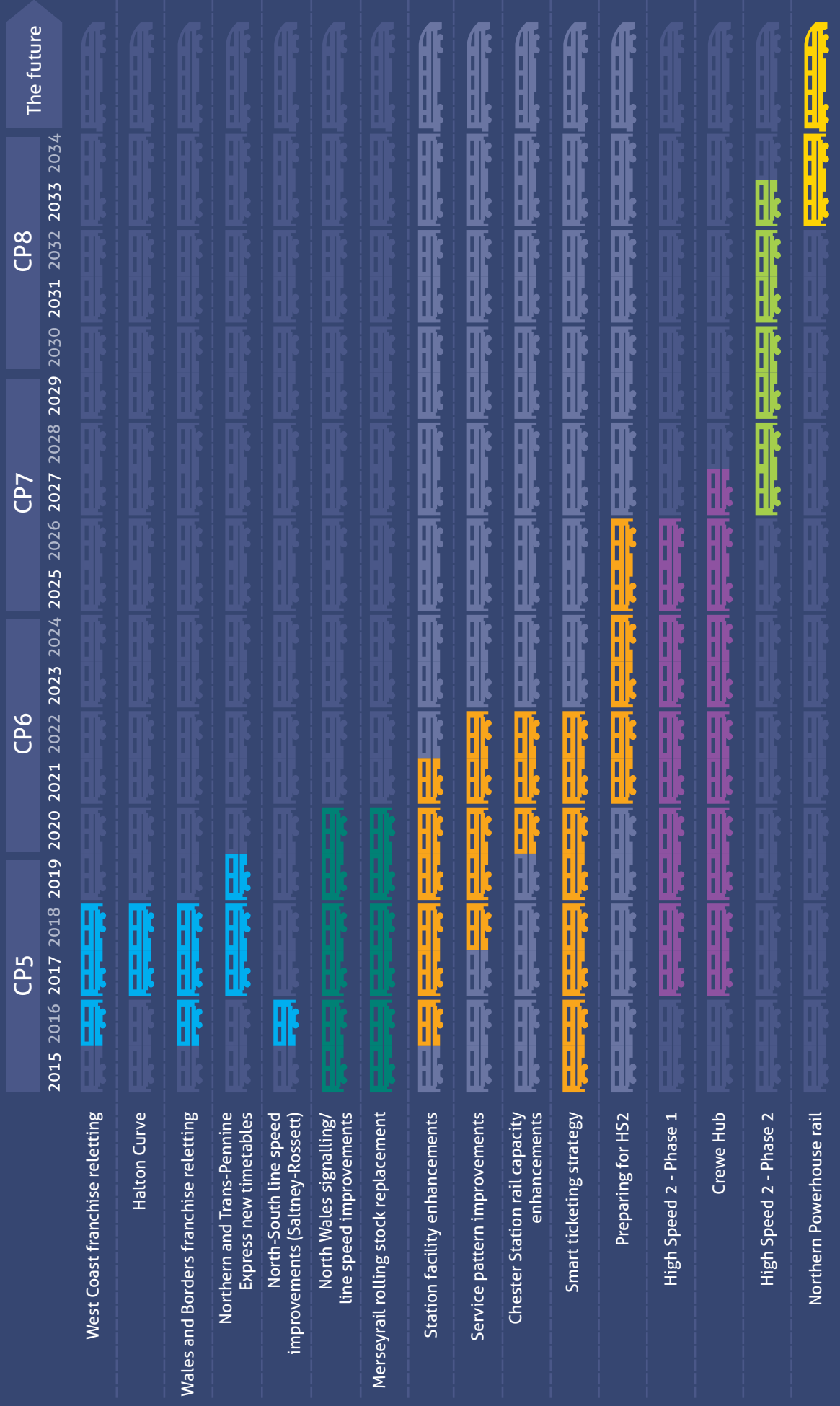
Other

- 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."

Marc 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 Siddel, 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

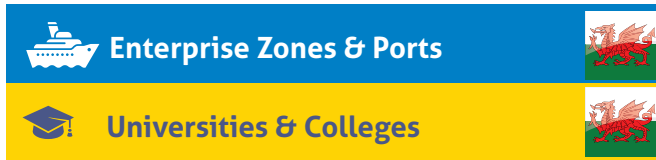


Advanced Manufacturing Sector



"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



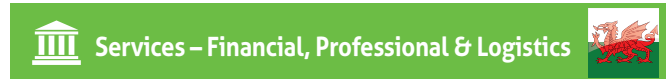
"We're a fast growing, global technology business headquartered in Chester. It's been our home for nearly 30 years but we now have colleagues in 11 different countries across the world and we're acutely aware of the challenges, of getting to and from this part of the region. We need direct access to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



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



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



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



"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



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



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



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



Services – Financial, Professional & Logistics



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

"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



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



"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

SSB Solicitors, 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 14 February 2017
Report Subject	Deeside Plan
Cabinet Member	Deputy Leader and Cabinet Member for Environment and Cabinet Member for Economic Development
Report Author	Chief Officer (Community and Enterprise) and Chief Officer (Streetscene and Transportation)
Type of Report	Strategic

EXECUTIVE SUMMARY

The Deeside Plan sets out a vision for economic growth for the next 30 years. It identifies the high level programmes of work needed to fulfil the aspirations for Deeside as a key element in regional economic growth and to ensure the maximum benefit to local people.

The Deeside Plan identifies transport infrastructure as fundamentally important to sustaining growth and highlights an integrated plan for improving that infrastructure in the short, medium and long term.

The report also highlights the anticipated Welsh Government consultation on improvements to the strategic road infrastructure network and identifies the potential benefits.

RECOMMENDATIONS

1	That the draft Deeside Plan is approved.
2	That the transport proposals for Deeside are approved.
3	That the Council respond to the forthcoming Welsh Government A494/A55 improvement consultation making a strong case for improvements that resolve congestion and facilitate the delivery of the Deeside Plan.

REPORT DETAILS

1.00	EXPLAINING THE CONTENT OF THE REPORT
1.01	Deeside was identified as a strategic priority for regeneration for the Council in 2011, recognising both the scale of economic opportunity and the concentration of deprivation in the area. To support this, the Deeside Partnership was formed in 2013 to combine previous governance structures and lead and co-ordinate the regeneration process which spans the work of a number of organisations and Council services
1.02	The economic importance of Deeside to the wider region is well documented and the growth visions for North Wales and for Cheshire / Warrington highlight its role in achieving their future economic growth ambitions. Welsh Government designated the Deeside Enterprise Zone in 2012 to accelerate new employment growth particularly in the advanced manufacturing sector. 5,000 jobs have now been created or safeguarded in the Enterprise Zone.
1.03	There are already 20,000 jobs located in the Deeside Enterprise Zone with the potential, through the Northern Gateway and Warren Hall sites, for another 10,000 jobs to be created as well as up to 1,500 new homes. Deeside is well-placed to realise this growth with Welsh Government investment in enabling works already underway on the Northern Gateway site.
1.04	However, the transport system in and around Deeside is already at capacity in many locations and is heavily dependent upon private car use which results in parking issues and congestion. This will act as a brake on future economic growth. The Welsh Government will consult on a major road infrastructure improvement project for Deeside in March 2017 and this must be considered in the context of the needs of the economy of Deeside as well as local quality of life.
1.05	<p>The Deeside Plan has been developed to set out how the ambitions for economic growth for Deeside can be achieved, maximising the value of growth for local people and for the wider region whilst also protecting and improving quality of life. The purpose of the Plan is to:</p> <ul style="list-style-type: none"> • Create an ambitious high-level vision for economic growth in Deeside over the next 30 years; • Set the principles for identifying future sites for development after Northern Gateway and Warren Hall, recognising the long timescales needed to do so; • Ensure that transport infrastructure, economic development and land use planning are considered in parallel; • Align future regional and local strategies and programmes; • Build understanding of the needs of the area among decision-makers and businesses to encourage support; and • Provide a tool for the Deeside Partnership, the Council and others to monitor progress.

1.06	<p>The overarching priorities identified in the Deeside Plan are to:</p> <ul style="list-style-type: none"> • Build upon the economic strengths and specialisms of Deeside with a focus on innovation and research to build competitiveness; • Support investment through flexible policy frameworks and high quality support services; • Grow and support new business formation; • Ensure regional approaches to skills development meet current and future employer needs and that skills keep pace with evolving technology; • Reduce the mismatch between the career aspirations of young people and the jobs available locally and maximise employment opportunities for the resident workforce; • Ensure a sufficient supply and quality of homes to support economic growth aspirations; • Improve the quality of the natural and built environments; and • Develop the leisure and recreation infrastructure with the River Dee as an underpinning resource. <p>Transport is highlighted as a particular priority in the Plan due to current challenges and its potential to constrain future growth. The Plan priorities are to:</p> <ul style="list-style-type: none"> • Maximise the value of regional transport infrastructure investments including the proposed Welsh Government improvements to the strategic road network around Deeside; • Ensure that transport infrastructure improvements are planned alongside future development opportunities recognising that both processes may take several decades to come to fruition; and • Support the shift from private car use to more sustainable forms of transport and grow the active travel infrastructure. <p>The Deeside Plan sets out a detailed series of proposals for transport investment in the short, medium and long term.</p>
1.07	<p>Welsh Government have announced the potential for over £200m to be made available to improve the strategic road infrastructure between Queensferry and Northop to address congestion.</p> <p>Two route options are proposed by Welsh Government:</p> <ul style="list-style-type: none"> • The blue route – improvements to the A494 Aston Hill and the Ewloe interchange with the A55. • The red route – improvements to the A548 and a new road link from the Flintshire bridge to the A55 at Northop. <p>The consultation on the preferred route option is expected to launch on 13 March for 12 weeks. The final decision on the route rests with Welsh Government.</p>
1.08	<p>The Deeside Plan highlights a number of potential benefits that it is crucial that the proposed improvements deliver:</p> <ul style="list-style-type: none"> • Reduced traffic congestion in Deeside through the creation of a new route options around the settlement allowing increased network resilience; • Open up the opportunity of a new rail halt, park and ride, service

	<p>station and truck stop which are intrinsic to the success of the transport plan for Deeside;</p> <ul style="list-style-type: none"> • Improved access to enable new economic development sites to be identified to facilitate the growth proposed for Deeside; • Improved access to enhance the competitiveness of existing employment sites; and • Creation of a high-profile strategic gateway to Flintshire and to Wales.
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2.00	RESOURCE IMPLICATIONS
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2.01	The Deeside Plan does not, at this stage, identify specific resources needed for its delivery. The Plan is intended to steer the delivery of regional programmes of support, to act as a tool to support bids for resources and to steer current and future work programmes that use existing resources.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	<p>The development of the draft Deeside Plan has included consultation with:</p> <ul style="list-style-type: none"> • Deeside Partnership; • Deeside Forum including County Councillors and town and community councils; • Deeside Business Forum • Public consultation sessions. <p>As the elements in the Plan are developed further more detailed consultation with relevant stakeholders and local people will be needed.</p>
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4.00	RISK MANAGEMENT
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4.01	No specific risks identified arising from this report.
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5.00	APPENDICES
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5.01	Draft Deeside Plan - to follow.
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>None.</p> <p>Contact Officer: Niall Waller Telephone: 01352 702137 E-mail: niall.waller@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
7.01	Deeside Enterprise Zone – designated by Welsh Government in 2012, the Enterprise Zone focuses on the advanced manufacturing sector and encourages investment through Welsh Government support, enhanced capital allowances and business rates incentives. The Enterprise Zone has a target of 5,000 new jobs to be created by 2017.

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CABINET

Date of Meeting	Tuesday 14 February 2017
Report Subject	Safeguarding policy
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Wales Audit Office (WAO) published a report in July 2015: 'Review of Corporate Safeguarding Arrangements in Welsh Councils'. They reported that corporate safeguarding responsibilities within local authorities across Wales were not always well understood and identified that corporate safeguarding responsibilities needed to be fully integrated with the work of other services.

Safeguarding is a wider concept than the protection of children and adults and deals with the promotion of:

- Physical, emotional and mental health;
- Protection from harm and neglect;
- Education, training and leisure;
- Contribution to society

Safeguarding is a shared responsibility. Whilst Social Services is the lead Service within the Council for dealing with enquiries and allegations / concerns that children and adults may be suffering significant harm, everyone, whatever their role, has a responsibility to safeguard the well-being of children, young people and adults.

The purpose of this report is to set out the work being undertaken to ensure that the Council fulfils its safeguarding responsibilities and to present the draft Corporate Safeguarding policy for consideration prior to wider consultation.

RECOMMENDATIONS

1	Cabinet is assured that work is being undertaken to improve corporate arrangements for safeguarding children and adults.
2.	Cabinet to approve the draft Corporate Safeguarding policy for wider consultation.
3.	Cabinet to receive annual reports on work carried out to improve corporate safeguarding arrangements and the effectiveness of relevant policies.

REPORT DETAILS

1.00	EXPLAINING CORPORATE SAFEGUARDING
1.01	Safeguarding is the responsibility of all services across the Council, not just those that work directly with children and vulnerable people. It is everybody's responsibility. The Council's responsibilities for safeguarding is set out in legislation including the Social Services and Well-being (Wales) Act 2014. This Act was implemented in April 2016 and created a duty on all local authority employees, elected members and relevant partners to report any actual or suspected incidents of abuse or harm.
1.02	In 2015, the WAO examined the corporate assurance arrangements within councils and the extent to which they are operating, effective management and assurance processes and controls for safeguarding children. The WAO found that many of the corporate safeguarding responsibilities within local authorities across Wales were underdeveloped and not well understood. The report by the WAO identified eight recommendations for councils, including ensuring there is "a corporate county wide policy on safeguarding covering all council services": The WAO report is attached as Appendix 1.
1.03	An internal Corporate Safeguarding Panel was established in December 2015 to ensure that there are robust arrangements for protecting children, young people and adults. The Panel will ensure that the Council fulfils its safeguarding duties corporately and in partnership with other statutory agencies. It is jointly chaired by the Chief Officer, Social Services and Chief Officer, Education and Youth and comprises a designated Safeguarding Lead from every Portfolio. The Cabinet Member, Social Services and Cabinet Member, Corporate Management are also members of this Panel.
1.04	The Terms of Reference of the Corporate Safeguarding Panel are attached as Appendix 2. This Panel does not replace the existing arrangements that are already in place in Social Services and schools; this Panel supports the Council, across all of its functions, to deliver its

	safeguarding duties.
1.05	<p>The Corporate Safeguarding Panel undertook a self-assessment against the checklist set out in the WAO report and has developed a work programme to address the findings. Actions in the work programme include:</p> <ul style="list-style-type: none"> • the development of a full Corporate Safeguarding policy. The policy will set out how Flintshire County Council will meet its obligations towards the safeguarding of children and adults; • developing and implementing a corporate safeguarding training programme aimed at all employees and elected members within the Council (there will be different levels of training according to role and function); and • producing an annual safeguarding report to Cabinet and Scrutiny Committees.
1.06	<p>The draft Corporate Safeguarding policy is attached as Appendix 3 and provides a framework to safeguard and protect children and adults. The policy describes the roles and responsibilities expected of every employee, as well as the role of elected members, volunteers and contractors. It includes information on the types of abuse, recognising abuse and how to report any concerns. The policy does not replace existing arrangements within Social Services to safeguard children and adults; it has been produced to set out the duty of the Council as a whole organisation, making clear the responsibilities at all levels, regardless of their area of work. Social Services will remain responsible for co-ordinating investigations into any concerns.</p>
1.07	<p>The implementation of the policy will be measured through the following performance indicators:</p> <ul style="list-style-type: none"> • % of employees receiving safeguarding training as they receive induction • % of relevant employees attending safeguarding training • % of councillors attending safeguarding training • Referral rates from services other than Social Services • % of adult protection Referrals completed where the risk has been managed • % of reviews of children on the Child Protection register due in the year that were carried out within the statutory timescales • % of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion • Number of referrals from non- specialist teams
1.08	<p>The Corporate Safeguarding Panel will report to Cabinet on an annual basis. The Corporate Safeguarding Panel Annual Report will draw attention to the Council's performance in complying with the Corporate Policy and Guidelines. The Annual Report will be reviewed by Chief Officer Team, the Cabinet and to the Corporate Resources Overview and Scrutiny Committee. In addition, on behalf of the Council as a whole, the Safeguarding Panel will report to the Regional Safeguarding Board.</p>

1.09	Corporate Resources Overview and Scrutiny Committee will have reviewed this report. Verbal feedback will be provided at the meeting.
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2.00	RESOURCE IMPLICATIONS
2.01	There are financial implications for rolling out a training programme to ensure employees have the skills and knowledge for the Council to identify potential safeguarding issues and know how to make a referral. This training is embedded within Social Services but will need to be cascaded to employees in other Portfolios.
2.02	Employees need to understand that safeguarding is everybody's responsibility and any concerns should be reported to Social Services for them to co-ordinate investigations.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	This draft policy has been circulated to the Corporate Safeguarding Panel for their comments. It will need to be circulated internally for wider consultation.

4.00	RISK MANAGEMENT
4.01	An equality and Welsh language impact assessment is being undertaken on the Corporate Safeguarding policy. It is anticipated that this will have a positive impact on all protected groups.
4.02	The work programme of the Corporate Safeguarding Panel supports the Council to meet its statutory obligations in the safeguarding of all children, young people and adults. Not having appropriate, clear policies and procedures in place, and lack of awareness and knowledge of safeguarding within the organisation, could put children, young people and adults at risk.

5.00	APPENDICES
5.01	Appendix 1: Wales Audit Office " Review of Corporate Safeguarding Arrangements in Welsh Councils ".
5.02	Appendix 2: Corporate Safeguarding Panel Terms of Reference
5.03	Appendix 3: Draft Corporate Safeguarding policy

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Fiona Mocko, Policy Advisor, Equality and Cohesion Telephone: 01352 702122

	E-mail: fiona.mocko@flintshire.gov.uk
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7.00	GLOSSARY OF TERMS
7.01	Safeguarding: is about protecting children and adults from abuse or neglect and educating those around them to recognise the signs and dangers.

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FLINTSHIRE COUNTY COUNCIL
CORPORATE SAFEGUARDING PANEL
TERMS OF REFERENCE

1. Purpose

1.1 To ensure that “Safeguarding” is everybody’s business in every Service within the Council working on the premise that “Safeguarding” is a wider concept than the protection of children and adults and deals with the promotion of:

- Physical, emotional and mental health;
- Protection from harm and neglect;
- Education, training and leisure;
- Contribution to society
- Social and economic well-being.

1.2 To ensure that the Council has in place, and is operating, effective management and assurance processes and controls for safeguarding children and vulnerable adults and fulfils its duties corporately and in partnership with other statutory agencies.

1.3 To consider matters referred to the Panel within its terms of reference and to drive forward improvements in safeguarding.

2. Responsibilities of the Panel

2.1 To take an overview of the Council’s (and partner agencies) responsibilities towards safeguarding and examine ways in which the Council as a whole and partner agencies can secure the safeguarding and wellbeing of children and vulnerable adults in the area.

2.2 To ensure that the Council and its departments are fully compliant with legislation and policy pertaining to safeguarding.

2.3 To ensure there are good joint working arrangements between Council departments and partner agencies, including working arrangements with the North Wales Safeguarding Boards

2.4 To monitor and scrutinise the performance of safeguarding activities across the Council supporting good practice and challenging and holding to account poor practice

2.5 To ensure that positive practices are maintained, lessons are learnt and changes made in the areas that require improvements.

2.6 To develop and oversee implementation of a Council wide safeguarding policy.

2.7 To develop and oversee implementation of a corporate Safeguarding Workforce Development Strategy and Training Plan

2.8 To develop and oversee implementation of an annual work programme for the Panel

2.9 To maintain a strategic overview of all developments, plans, policies and strategies for safeguarding and to make appropriate recommendations for action.

2.10 To produce an annual safeguarding report (that will link with the requirements for an annual report through the North Wales Safeguarding Board)

2.11 To ensure safe recruitment processes are implemented and adhered to across the Council

2.12 To ensure that thematic safeguarding issues are actively addressed across the Council e.g. human trafficking/ modern slavery/ child sexual exploitation.

2.13 To ensure Members are regularly updated on issues relating to safeguarding practice

3. Membership

3.1 Membership of the group will include:

- Chief Officer Social Services (Chair)
- Chief Officer Education and Youth (Vice Chair)
- Senior Manager for Safeguarding in Social Services
- Designated Safeguarding Leads from each Council portfolio (see Appendix 1)
- Human Resources Service representative
- Corporate Services
- Elected member

3.2 In exceptional circumstances a portfolio representative must be identified to attend a meeting if the named representative is unable to attend.

3.3 Additional members can be co-opted onto the Panel with the approval of the Chair.

3.4 According to the agenda individuals that are not part of the Panel may be invited to attend meetings to discuss and/or present key items.

4. Governance Arrangements

4.1 The group will meet on a quarterly basis (or more frequently if required)

4.2 Business support will be provided through Corporate Services

4.3 Designated Safeguarding Leads will be responsible for disseminating and obtaining information back into their service areas and will be accountable for the completion of actions and tasks attributed to their service area.

4.4 The corporate safeguarding group will report key risks, issues and performance to the Chief Officer Team on a quarterly basis and will act as the corporate conduit to the North Wales Safeguarding Boards for adults and children's.

4.5 Reporting to Scrutiny Committees and Cabinet

- Corporate Resources and Overview Scrutiny AND Cabinet will receive information regarding the work of the Corporate Safeguarding Panel through an Annual Safeguarding report. This will provide an opportunity for Members to scrutinise and challenge
- Reports detailing the specific work within individual portfolios will be reported through the relevant Scrutiny Committee in accordance with the agreed forward work programme.
- Members of the Scrutiny Committee and Cabinet will receive information regarding the work programme of the Corporate Safeguarding Group, the progress against this work programme and the main messages stemming from the performance management and quality assurance arrangements;
- The observations of the Scrutiny Committee and Cabinet will be considered when determining the priorities of the Panel's future work programmes.

Version Control Number	Status
Version 1.0	DRAFT
Version 1.1	FINAL (14/12/15)

Appendix 1

Designated Managers (leads) for dealing with safeguarding children and adult's issues within every service have now been identified as detailed in the table below. Appendix 1 includes a draft role profile but this would need to be refined and agreed with the individuals listed.

The Designated leads for each Council portfolio are detailed below

Portfolio	Named Lead
Corporate Services	Fiona Mocko
Transportation and Streetscene	Katie Wilby
Organisational Change (IB)	Kate Leonard
Organisational Change (NC)	Gill Chapman
Planning and Environment	Sian Jones
Education and Youth	Dave Messum
Housing	Katie Clubb
Social Services	Jayne Belton Jane Davies Ruth Hale
Governance	Sharon Carney



Flintshire County Council

Corporate Safeguarding Policy

Approved at				
Date Approved				
Version	Description of Reason for Change	Author	Authorisation	Date Issued
	<i>Original Issue</i>			
	<i>Annual Review</i>			
	<i>Additional Section</i>			

Flintshire County Council Corporate Safeguarding Policy

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1.0 Introduction

1.1 Safeguarding adults, young people and children is a priority for the Council; the Council take seriously its responsibilities to keep people safe. The Corporate Safeguarding Policy provides a framework for all Council services to safeguard and protect children and adults. This document outlines Flintshire County Council's policy on identifying and responding to concerns regarding the safeguarding and protection of children and adults.

1.2 "Safeguarding" is a wider concept than the protection of children and adults and deals with the promoting of:-

- Physical, emotional and mental health
- Protection from harm and neglect
- Education, training and leisure
- Contribution to society
- Social and economic well-being

It includes everything a Council can do to keep people safe, including minimising the risk of harm and accidents, taking action to tackle safety concerns and ensuring people grow up and live in safe circumstances.

1.3 Keeping children and adults safe is everyone's business, we all share a responsibility both corporately and individually to safeguard and promote the welfare of children and adults and protect them from others who may abuse them. Whilst Social Services is the lead Service for dealing with enquiries regarding allegations /concerns that children and adults may be suffering significant harm, everyone has a responsibility to safeguard the welfare of children, young people and adults whatever the role of the individual.

1.4 All Council employees, elected members, contractors and volunteers who come into contact with children or vulnerable adults in the course of their work have a duty of care to safeguard and promote their welfare and to work to prevent, detect and report neglect and abuse. This policy applies to Flintshire County Council employees, councillors, volunteers and organisations commissioned to provide services on behalf of the Council. It also applies to organisations who receive grants from the Council.

1.5 Schools are required to develop their own Safeguarding policies to include their own employees, contractors and volunteers.

2.0 Legislative Context

2.1 The Council's responsibilities to keep adults and children safe is set out in a variety of legislation and Codes of practice, these are set out in Appendix 1. The policy is supported by the following internal policies and procedures:

[Customer Service Policy](#)

[Diversity and Equality Policy](#)

[Disclosure and Barring Service \(DBS\) policy](#)

[Internet Usage Policy](#)

[Recruitment and Selection Policy](#)

[Social media Policy](#)

[Whistle blowing Policy](#)

3.0 Objectives and Principles of this policy

3.1 The following are the objectives of the Safeguarding Policy and Guidelines:-

- To provide a framework to prevent, detect and report neglect and abuse.
- Ensure that appropriate steps are implemented to deal with any allegation or concern.
- To ensure Services are planned or delivered in a way which safeguards children and adults.
- Employees are able to conduct themselves safely.
- To highlight how Flintshire County Council undertakes its legal commitments in the field of safeguarding children and adults.
- To give assurance to members of the public, service users, councillors, employees and people working on behalf of the Council that there are clear arrangements in place to safeguard and protect children and adults.
- To provide Council employees and councillors with clear guidelines to identify when a child or adult may be at risk of harm.

3.2 The principles underpinning this policy and its application are:

- We believe that every child and adult (whatever their background, culture, age, disability, sex, ethnicity, religious belief, marital status, sexual orientation and transgender status) has a right to participate in a safe society without any violence, fear, abuse, bullying, exploitation and discrimination.
- We believe every child and adult has the right to be protected from harm, exploitation and abuse.
- We will put the welfare of children and adults at the heart of our policies and procedures.
- We will work closely in partnership with children, their parents, carers and adults and other agencies to safeguard and promote the welfare of children and adults.
- We will respect the rights, wishes, feelings and privacy of children and adults by listening to them and minimising any risks that may affect them.
- We will invest in preventative work and early intervention and try to avoid situation where abuse or allegations of abuse or harm may occur.
- We want to ensure a working environment where our employees feel confident to raise any concerns about any perceived malpractice within the Council.

3.3 Outcomes

We will measure the effect regularly and achieve the following high level outcomes:

- There is a clear understanding amongst employees, councillors, partner agencies and others working on behalf of the Council of the policies and guidelines for safeguarding children and adults.
- Robust corporate and service procedures are in place to ensure compliance with the policy.
- There will be consistency between this policy and the all-Wales procedures associated local protocols for safeguarding children and adults.
- Employees and councillors attend training
- Children and adults are safeguarded

4.0 Roles and Responsibilities

4.1 Every councillor, every employee, every volunteer and every contracted service provider has a responsibility to adhere to the procedures and guidance set out in this policy. By following the correct procedures and guidance, it is possible to ensure that the appropriate steps are implemented to deal with any allegation or concern, services are planned and delivered in a way which safeguards children and adults and employees are able to conduct themselves safely.

4.2 Every Portfolio within the Council has a key role to play and has to take full ownership of safeguarding. Every Portfolio needs to understand where safeguarding issues are most likely to arise in their particular service and ensure that employees receive appropriate training and are aware of this policy.

4.3 The Chief Executive has the general responsibility for ensuring that there is an effective safeguarding policy and procedures for children and adults in place and that they are implemented. However, there are some key officers who have specific responsibilities for safeguarding.

4.4 Chief Officer Social Services, Statutory Director (Social Services)

In line with the Code of Practice on the Role of Directors of Social Services under Part 8 (Social Services Functions) of the Social Services and Well-being (Wales) Act 2014, the Chief Officer Social Services is responsible for the following:

- Safeguarding children and adults at risk of abuse or neglect is everyone's responsibility. However, the director of social services must show leadership to ensure effective safeguarding arrangements are in place both within the local authority and by relevant partners.
- The director of social services must oversee and report to councillors, on a consistent basis, regarding the operation, monitoring and improvement of child and adult safeguarding systems within the local authority.
- Defined arrangements with other officers within the local authority, particularly the head of adult services and head of children services, must be clear in relation to delegation and reporting arrangements related to safeguarding issues.

- Both Safeguarding Children Boards and Safeguarding Adult Boards must include a representative with a sufficient level of seniority from each local authority within the Board's area. This includes, but is not limited to, the director of social services. In the absence of the director, another officer who is acceptable to the director and of sufficient seniority may attend in their place.
- Each partner has equal responsibility for the exercise of functions of Safeguarding Boards, rather than being a specific local authority function. The director of social services must support effective partnership working and ensure safeguarding duties are effectively discharged collaboratively by Safeguarding Boards. These include in relation to:
 - Contributing to the review and development of policies and procedures to safeguard children and adults at risk;
 - Raising awareness of abuse, neglect and harm in a Board's area;
 - Regularly reviewing the effectiveness of local safeguarding measures;
 - Undertaking and ensuring lessons are learnt from Child Practice Reviews and Adult Practice Reviews;
 - Disseminating information about safeguarding best practice and learning;
 - Ensure practitioners across all safeguarding partners are receiving or have access to appropriate safeguarding training; and
 - Ensuring there are effective, understood and publicised arrangements for the reporting of children and adults suspected of being at risk of abuse or neglect.

Whilst every employee has a responsibility to safeguard and promote the welfare of children and adults, the Chief Officer, Social Services, is the Senior Officer in the Council with the final and indivisible accountability for this.

4.5 Chief Officer, Education and Youth

The Chief Officer, Education and Youth, is jointly responsible for chairing the Corporate Safeguarding Panel alongside the Chief Officer, Social Services.

Key tasks of the Chief Officer- Education and Youth include working to:

- improve the well-being of children and young people in the area;
- safeguard and promote the welfare of children and young people;
- ensure effective working between Public Service Board partners;
- promote strategic change for children and young people in the area;
- create a collaborative culture for decision making and improving performance; and
- promote the values of the United Nations Convention on the Rights of the Child.

4.6 Designated Safeguarding Lead within each Portfolio

Every Portfolio within the Council will be required to nominate a "Designated Safeguarding Lead" who will be responsible for:

- being familiar with national safeguarding legislation (such as Safeguarding Children: Working Together under the Children Act 2004); the Council's Corporate Safeguarding Policy; the All Wales Child Protection Procedures and the Policy and Procedure for the Protection of Vulnerable Adults.

- representing their Service on the Council’s Corporate Safeguarding Panel and contributing to the business of the Panel as required.
- attending the relevant training and development activities for “Designated Safeguarding Leads”.
- ensuring all staff within their area have had the relevant information / training;
- ensuring that safeguarding remains a ‘live’ issue within the service.
- co-ordinating a service wide assessment and audit of safeguarding practice and processes.
- keeping abreast with key developments within national, regional and local fora that have a safeguarding element e.g. North Wales Safeguarding Board activities and developments.
- raising relevant issues at the Corporate Safeguarding Panel.

The Designated Safeguarding Lead for each Portfolio are as follows:

Portfolio	Contact
Community and Enterprise	Katie Clubb
Corporate Services	Fiona Mocko/Karen Armstrong
Education and Youth	Ian Budd/Claire Sinnott/Claire Homard
Organisational Change 1	Kate Leonard
Organisational Change 2	Gill Chapman
People and Resources	Sharon Carney
Planning and Environment	Sián Jones
Social Services	Neil Ayling/Ruth Hale/Jane Davies/Jayne Belton
Streetscene	Kate Wilby

4.7. Chief Officers

4.7.1 All Chief Officers, through their Management Teams, will be jointly responsible for ensuring that all the statutory requirements in terms of safeguarding and promoting the welfare of children and adults receive due consideration. This includes the quality, content and frequency of training provided and maintaining sufficient employee training records.

4.7.2 All Chief Officers must ensure that their employees are appropriately checked through the Disclosure and Barring Service (DBS) procedures and that employees conform to the DBS policy and guidelines for Safeguarding Children and Adults. All Chief Officers must ensure that records are kept of every check that is made by the Disclosure and Barring Service.

4.7.3. All Chief Officers are will ensure that employees are aware of this policy and receive appropriate training.

4.8 Line Managers

Every Line Manager is responsible for ensuring that the employees for which they are responsible receive the training which they need, proportionate to their responsibilities. A Training Strategy will be prepared setting out which employees should receive safeguarding training and to what level. A priority will be the training of Designated Safeguarding Lead in each Portfolio.

4.9 Employees and Volunteers

All employees and volunteers are responsible for undertaking their duties in a manner which safeguards and promotes the welfare of children and adults. They must also act in a way which protects them against false allegations of abuse as far as possible and in accordance with this policy. They must bring issues of concern regarding the safety and welfare of children and adults to their manager who will notify Social Services. It is not an individual's responsibility to decide whether a person has been abused or not- it is the responsibility of Social Services to co-ordinate investigations.

4.10 Contractors, Sub-contractors or other Organisations funded by or on behalf of Flintshire County Council

Contractors, sub-contractors or other organisations funded by or on behalf of the Council are responsible for arranging checks through the Disclosure and Barring Service and the Independent Safeguarding Authority. They are also responsible for ensuring that their employees comply with regulatory and contractual arrangements relating to safeguarding children and adults. Some organisations are also required to undertake an annual self-assessment of safeguarding arrangements, and to report outcomes, as part of contract monitoring arrangements. It is expected that this will apply to more organisations over time. Contractors are also responsible for informing relevant managers of the Council about any concerns they may have and to refer protection issues.

4.11 A copy of "Signs of Abuse and Modern Slavery" is attached in Appendix 2 and the "Code of Conduct and Safe Working Practices" at Appendix 3.

5.0. ROLE OF ELECTED MEMBERS

5.1 It is a requirement that every councillor attends training on safeguarding children and adults. A register will be kept of those attending and this will be reported as part of the performance monitoring arrangements co-ordinated by the Corporate Safeguarding Panel. The training will raise awareness amongst Flintshire councillors of this policy and guidelines and increase their understanding of the safeguarding procedures which exist within the Council and ensure that they recognise signs of abuse and know how to refer concerns to Social Services.

5.2 The Cabinet Member for Social Service and the Cabinet Member for Corporate Management will be standing members of the Corporate Safeguarding Panel.

5.3 Members of the Corporate Resources and Overview Scrutiny Committee will receive information regarding the work of the Corporate Safeguarding Panel through the Annual Report. This will provide an opportunity for Members to scrutinise and challenge the Corporate Safeguarding Panel. Members of the Scrutiny Committee will receive information regarding the work programme of the Corporate Panel, the progress against this work programme and the main messages stemming from the performance management arrangements. The observations of the Scrutiny Committee will steer and influence the priorities of the Corporate Safeguarding Panel's work programme.

5.4 A copy of the "Good Practice Guidelines for Councillors- Safe Contact with Children and Vulnerable Adults" is in Appendix 4.

6.0. THE REFERRAL PROCESS

6.1. Recognition and Referral

Suspicion about abuse may take the form of 'concerns' rather than 'known facts'. Safeguarding concerns can arise in many different contexts, including when they are already known to Social Services. While concerns will not necessarily trigger an investigation, they help to build up a picture, along with concerns from other sources, which may indicate that they may be suffering harm.

6.2 Allegations of potential abuse against a colleague, carer, volunteer, agency or any other individual must be reported to Social Services. Employees/councillors with concerns regarding the safety of an individual, or the behaviour of a colleague towards children or an adult or who receive allegations of potential abuse against a colleague, carer, volunteer, agency should inform their manager who will notify Social Services. Councillors should report concerns direct to Social Services.

6.3 Concerns should be shared with Social Services as soon as a problem, suspicion or concern about a child or adult becomes apparent, and certainly within 24 hours. This will ensure the risks are managed and appropriate action is considered. It is not an option to 'wait and see' or to dismiss the concern as not relevant. Failure to report suspicions / allegations of harm or abuse in a timely or appropriate manner will be treated seriously and may be investigated in accordance with the Council's disciplinary policy. Sharing the right information, at the right time, with the right people, is fundamental to good practice in safeguarding children and adults.

6.4 Social Services contact details:

Children- During office hours contact Social Services on 01352 701000
Outside of office hours, please telephone the Duty Social Worker on: 0845 0533116

Adults - During office hours contact Social Services on 01352 803444
or contact the Police directly if it is believed that a crime has been committed.

Outside of office hours contact the Police on 101.

Contact the police directly if it is believed that a crime has been committed.

6.5 Social Services will follow their own internal procedures on receipt of a referral to ensure that the right agencies and people investigate the abuse and that the adult or child is safe.

6.6 Employees must **not**

- investigate or ask leading questions
- agree to keep it a secret or promise confidentiality- but should give assurances that information will be shared on a need to know basis only so that the matter can be investigated in order to keep others children/adults safe
- touch or clear away evidence
- make assumptions or offer alternative explanations
- contact the alleged abuser
- talk to other employees, councillors, friends or service users about the information that has been shared with you.

The Police must be contacted immediately if the child or adult is in danger.

Flow chart

Alert



Report concerns of abuse or neglect immediately to manager
(unless you suspect they are implicated, in this case report to their senior manager).



Manager should report to Social Services
(If an adult or child is in danger the police should be contacted)



Social Services will co-ordinate investigations and ensure adult or child is safe



Social Services will feedback the outcome of the investigation to the manager and initial alerter

7.0. COMMUNICATION

7.1 The Corporate Safeguarding Panel will develop an annual communication plan to raise awareness and understanding of safeguarding both internally and externally to ensure employees recognise the signs and know how to report concerns. Key safeguarding messages will be disseminated to the workforce following meetings of the Corporate Safeguarding Panel.

7.2 This policy will be cascaded widely to all employees and relevant partners.

8.0 CORPORATE GOVERNANCE ARRANGEMENTS

8.1 Corporate Safeguarding Panel

The purpose of the Safeguarding Panel is to

- ensure that “Safeguarding” is everybody’s business in every Service within the Council working on the premise that “Safeguarding” is a wider concept than the protection of children and adults and deals with the promotion of:
 - Physical, emotional and mental health;
 - Protection from harm and neglect;
 - Education, training and leisure;
 - Contribution to society
 - Social and economic well-being.
- ensure that the Council has in place, and is operating, effective management and assurance processes and controls for safeguarding children and vulnerable adults and fulfils its duties corporately and in partnership with other statutory agencies.
- consider matters referred to the Panel within its terms of reference and to drive forward improvements in safeguarding.

The full Terms of Reference for the Corporate Safeguarding Panel is in Appendix 5.

8.2 This Panel will receive information regarding the working practices and procedures of every Service in the Council, providing assurance that the Services are meeting their duties in accordance with the Corporate Safeguarding Policy and Guidelines. In addition, the Panel will receive information regarding the performance management arrangements of every Service, to show that they are discharging their duties in a manner which safeguards children and adults.

8.3 The Corporate Safeguarding Panel will report to Cabinet on an annual basis. Every Cabinet Member will receive assurance from the Panel, that a clear work programme is in place and that the Council’s policies and procedures are robust in the safeguarding field. In the Annual Report, there will also be an opportunity for the Corporate Safeguarding Panel to highlight any obstacles or concerns they may have in terms of the response or performance of any Portfolio in the Council. Any lessons from Adults/ Child Practice Reviews will also be identified to Cabinet as part of the

Annual Report. Safeguarding will also be included within quarterly Improvement Plan reports.

8.4 The Chief Officer Team will also receive the annual report, with more frequent reporting as and when required. This provides assurance to the Chief Executive that safeguarding is receiving its due attention within the Council.

8.5 The Panel complements the role of the Regional Adult/ Children Safeguarding Children Board. These focus on ensuring that robust multi-agency arrangements are in place to safeguard children and vulnerable adults and that key partners have appropriate safeguarding systems in place. The role of the Flintshire Corporate Safeguarding Panel is to ensure effective oversight of safeguarding across the wide range of services which the Council provides and commissions.

9.0. REPORTING, MONITORING AND REVIEWING

9.1. The Corporate Safeguarding Panel Annual Report will draw attention to the Council's performance in complying with the Corporate Policy and Guidelines. The Annual Report will be submitted to the Chief Officer Team, the Cabinet and to the Corporate Resources Overview and Scrutiny Committee. In addition, on behalf of the Council as a whole, the Safeguarding Panel will report to the Regional Safeguarding Board as part of requirements under section 28 of the Children Act 2004.

9.2. It is proposed to submit the Annual Report every June. Specific attention will be given initially to the following Performance Indicators. It is anticipated that this dataset will evolve over time to better capture the breadth of safeguarding activity:

- % of employees receiving safeguarding training as they receive induction
- % of councillors attending safeguarding training
- Referral rates from services other than Social Services
- The percentage of adult protection Referrals completed where the risk has been managed – 16/17 Target = 98-100%
- % of reviews of children on the Child Protection register due in the year that were carried out within the statutory timescales – 16/17 Target = 98%
- % of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion – 16/17 target = not set
- Number of referrals from non- specialist teams

9.3. The Corporate Safeguarding Panel will undertake half yearly monitoring and review of relevant performance indicators. The Regional Safeguarding Children Board already receives core data on a regular basis. Any concerns regarding underperformance/slippage will be a potential "line of enquiry" in service challenges and will require a clear action plan to respond to the concerns.

This Safeguarding Policy will be reviewed every three years or if any amendments occur in legislation or in consideration of changes in working practices which may stem from incidents or allegations.

DRAFT

APPENDIX 1

Children Act 1989 and 2004 - places a statutory duty on a range of organisations to make arrangements to ensure that their functions, and services provided on their behalf, are discharged having regard to the need to safeguard and promote the welfare of children.

[Working Together under the Children Act 2004](#)

The Welsh Assembly Government's "Safeguarding Children: Working Together under the Children Act 2004" provides a framework for Education and Youth Services' safeguarding work and a basis for inter-agency and multi-disciplinary co-operation in referral, assessment, care planning, intervention and review processes. Education and Youth Services must also be compliant with:

- Safeguarding Vulnerable Groups Act 2006: Controlled Activities
- All Wales Child Protection Procedures 2008;
- National Assembly for Wales Circular 34/02 Child Protection: preventing unsuitable people from working with children and young people in the education service; and
- Safeguarding Children in Education: WAG circular 05/08.

All Wales Child Protection Procedures 2008 - help safeguard children and promote their welfare

Counter Terrorism and Security Act 2015 - identifies that children and adults may be vulnerable to ideologies that place them, their families and the general public in danger should they be enticed to act upon extremist beliefs. Identifying individuals at risk and determining what action is necessary to support them is complemented by the 'Channel' multi-agency intervention process which deters continued involvement.

Crime and Disorder Act 1998 –this Act places a duty on the Council to ensure that every reasonable step is taken to protect adults and prevent crime and disorder when it undertakes its functions.

Education Act 2002- Statutory Guidance Keeping People Safe in Schools, sets out the legal duties that must be followed to safeguard and promote the welfare of children and young people under the age of 18 in schools and colleges.

Equality Act 2010- Protects people from discrimination in employment and wider society. The Act places a duty on public bodies to:

- eliminate discrimination
- advance equality of opportunity
- foster good relations between different people when carrying out their activities

European Convention Rights of the Child- is an international treaty to meet the needs of children, the rights in the treaty include protect the child from all forms of physical or mental violence, injury or abuse, neglect or negligent treatment, maltreatment or exploitation

Human Rights Act 1998- sets out the fundamental rights and freedoms that everyone in the UK is entitled they include Freedom from torture and inhuman or degrading treatment and Freedom from slavery and forced labour. The Act places legal duties on public authorities to respect human rights in their decisions and actions, they include right right not to be tortured or treated in an inhuman way.

Licensing Act 2003 - The Act sets out four licensing objectives which must be taken into account when a local authority carries out its functions. They are:

1. the prevention of crime and disorder,
2. public safety,
3. prevention of public nuisance, and
4. the protection of children from harm

Modern Slavery Act 2015 aims to eradicate modern slavery, which encompasses human trafficking, slavery, forced labour and servitude.

Social Services and Well Being Act 2014 introduces a strengthened, robust and effective partnership approach to safeguarding. It requires local authorities to arrange preventative services, including in relation to contributing towards preventing people from suffering abuse or neglect. Each professional and organisation must do everything they can, to ensure that children and adults at risk are protected from abuse. The Act includes Statutory Guidance [Working together to Safeguard people](#)

Violence Against Women and Sexual Violence (Wales) Act 2015 aims to improve

- (a) arrangements for the prevention of gender-based violence, domestic abuse and sexual violence;
- (b) arrangements for the protection of victims of gender-based violence, domestic abuse and sexual violence;
- (c) support for people affected by gender-based violence, domestic abuse and sexual violence.

APPENDIX 2

Signs of Abuse and Modern Slavery

Children in Need

Abuse and neglect are forms of maltreatment of a child. Somebody may abuse or neglect a child either directly by inflicting harm, or indirectly, by failing to act to prevent harm. Children may be abused in a family or in an institutional or community setting; by those known to them; or, more rarely, by a stranger. They may be abused by an adult or adults, or another child or children.

There are four types of child abuse. They are defined in the All Wales Child Protection Procedures and Welsh Government guidance *Safeguarding Children: Working Together Under the Children Act 2004* as follows:

Physical abuse

Physical abuse may involve hitting, shaking, throwing, poisoning, burning or scalding, drowning, suffocating, or otherwise causing physical harm to a child. Physical harm may also be caused when a parent or carer fabricates the symptoms of, or deliberately induces, illness in a child.

The physical signs of abuse may include:

- unexplained bruising, marks or injuries on any part of the body
- multiple bruises- in clusters, often on the upper arm, outside of the thigh
- cigarette burns
- human bite marks
- broken bones
- scalds, with upward splash marks
- multiple burns with a clearly demarcated edge.

N.B. Most children will collect cuts and bruises as part of the rough-and-tumble of daily life. Injuries should always be interpreted in light of the child's medical and social history, developmental stage and the explanation given. Most accidental bruises are seen over bony parts of the body, e.g. elbows, knees, shins, and are often on the front of the body. Important indicators of physical abuse are bruises or injuries that are either unexplained or inconsistent with the explanation given, or visible on the 'soft' parts of the body where accidental injuries are unlikely, e.g. cheeks, abdomen, back and buttocks.

Changes in behaviour that can also indicate physical abuse:

- fear of parents being approached for an explanation
- aggressive behaviour or severe temper outbursts
- flinching when approached or touched
- reluctance to get changed, for example in hot weather
- depression or withdrawn behaviour
- running away from home.

Emotional Abuse

Emotional abuse is the persistent emotional maltreatment of a child such as to cause severe and persistent adverse effects on the child's emotional development. It may involve conveying to children that they are worthless or unloved, inadequate, or valued only insofar as they meet the needs of another person. It may feature age or developmentally inappropriate expectations being imposed on children. It may involve causing children frequently to feel frightened or in danger, or the exploitation or corruption of children. Some level of emotional abuse is involved in all types of maltreatment of a child, though it may occur alone.

Changes in behaviour which can indicate emotional abuse include:

- neurotic behaviour e.g. sulking, hair twisting, rocking
- being unable to play
- fear of making mistakes
- sudden speech disorders
- self-harm
- fear of parent being approached regarding their behaviour
- developmental delay in terms of emotional progress

Sexual Abuse

Sexual abuse involves forcing or enticing a child or young person to take part in sexual activities, not necessarily involving a high level of violence, whether or not the child is aware of what is happening. The activities may involve physical contact, including assault by penetration (for example, rape or oral sex) or non-penetrative acts such as masturbation, kissing, rubbing and touching outside of clothing. They may also include non-contact activities, such as involving children in looking at, or in the production of, sexual images, watching sexual activities, encouraging children to behave in sexually inappropriate ways, or grooming a child in preparation for abuse (including via the internet).

The physical signs of sexual abuse may include:

- pain or itching in the genital area
- bruising or bleeding near genital area
- sexually transmitted disease
- vaginal discharge or infection
- stomach pains discomfort when walking or sitting down
- Pregnancy

Changes in behaviour which can also indicate sexual abuse include:

- sudden or unexplained changes in behaviour e.g. becoming aggressive or withdrawn
- fear of being left with a specific person or group of people
- having nightmares
- running away from home
- sexual knowledge which is beyond their age, or developmental level
- sexual drawings or language
- bedwetting
- eating problems such as overeating or anorexia

- self-harm or mutilation, sometimes leading to suicide attempts
- saying they have secrets they cannot tell anyone about
- substance or drug abuse
- suddenly having unexplained sources of money not allowed to have friends (particularly in adolescence)
- acting in a sexually explicit way towards adults

Neglect

Neglect is the persistent failure to meet a child's basic physical and/or psychological needs, likely to result in the serious impairment of the child's health or development. It may involve a parent or carer failing to provide adequate food, shelter and clothing, failing to protect a child from physical harm or danger, or the failure to ensure access to appropriate medical care or treatment. It may also include neglect of, or unresponsiveness to, a child's basic emotional needs.

The physical signs of neglect may include:

- constant hunger, sometimes stealing food from other children
- constantly dirty or 'smelly'
- loss of weight, or being constantly underweight
- inappropriate clothing for the conditions.

Changes in behaviour which can also indicate neglect may include:

- complaining of being tired all the time
- not requesting medical assistance and/or failing to attend appointments
- having few friends
- mentioning being left alone or unsupervised

These definitions and indicators are not meant to be definitive, but only serve as a guide to assist you. It is important too, to remember that many children may exhibit some of these indicators at some time, and that the presence of one or more should not be taken as proof that abuse is occurring. There may well be other reasons for changes in behaviour such as a death or the birth of a new baby in the family or relationship problems between parents/carers. In assessing whether indicators are related to abuse or not, Social Services will always want to understand them in relation to the child's development and context.

Adults in Need of Protection

Categories of Abuse

There are many ways in which a vulnerable person may be abused. It is not unusual for an abused adult to suffer more than one kind of abuse. Accordingly, the impact of abuse and its seriousness for the individual must be evaluated in every case.

In safe Hands identifies five main categories of abuse:

Physical

Sexual

Financial

Emotional or Physiological

Neglect

Physical Abuse

Physical abuse is the unnecessary infliction of any physical pain, suffering or injury by a person who has responsibility, charge, care or custody of, or who stands in a position of or expectation of trust to, a vulnerable person. Physical abuse may also be perpetrated by on vulnerable adult upon another.

Sexual Abuse

Adult sexual abuse refers to the direct or indirect involvement of a vulnerable adult in sexual activity to which they are unwilling or unable to give informed consent, or which they do not fully comprehend, or which violates the social taboos of family roles, such as incest. Sexual abuse may also be perpetrated by one vulnerable adult upon another.

Any sexual activity that is not freely consenting is criminal. Where there is an abuse of trust, sexual activity may appear to be with consent, but is unacceptable because of the differences in power and influence between the people involved. Sexual abuse includes the involvement in prostitution or 'sex trafficking' of adults at risk.

Emotional or Psychological Abuse

Emotional or psychological abuse is the infliction of mental suffering by a person in a position or expectation of trust upon a vulnerable person. Emotional / psychological abuse may also be perpetrated by one vulnerable adult upon another.

Emotional and psychological abuse includes bullying, which is typically deliberate, hurtful behaviour repeated over time, which can include physical abuse but often is verbal (name-calling and threats). It can undermine self-confidence, may cause the victim to become more isolated and sometimes leads to self-harm.

Emotional and psychological abuse, including **bullying and harassment**, can be very subtle, for example taking the form of ignoring or excluding the victim. Such abuse may be direct, such as by not responding to the person, or indirect, such as by giving unfair preference to another person.

Emotional and psychological abuse may be cumulative, possibly building up over months or even years. It may involve one or more person and may be part of the culture within any institution, organisation or service.

Another example of psychological abuse is when a vulnerable adult is incited, induced or exploited to commit a crime or abuse. Examples of this include inciting to steal, to perform acts of violence and commit sexual crimes. There have also been examples of vulnerable adults being exploited to commit acts of radical extremism. In determining whether emotional and psychological abuse has taken place, it is the impact on the vulnerable adult that counts. Individual actions may not seem significant and may even be a one-off, but if they are part of a wider pattern of abuse experienced by the vulnerable adult the impact on them may be significant. Therefore, the wider context in which action is experienced by the vulnerable adult must always be considered in determining whether or not abuse has occurred.

Financial or Material Abuse

Financial or material abuse is any theft or misuse of a person's money, property or resources by a person in a position of, or expectation of, trust to a vulnerable person. Common forms of financial abuse are misuse by others of a vulnerable adult's state benefits or undue pressure to change wills. Financial / material abuse may also be perpetrated by one vulnerable adult upon another.

Neglect

Neglect is the failure of any person for whom there is an expectation of trust and /or the responsibility, charge, care or custody of a vulnerable person to provide that degree of care which a reasonable person in a like position would provide.

Neglect may be criminal or non-criminal. It may also be as a result of intentional or non-intentional acts or omissions.

Modern Slavery

Modern slavery encompasses slavery, servitude, forced and compulsory labour and human trafficking. Traffickers and slave drivers coerce, deceive and force individuals against their will into a life of abuse, servitude and inhumane treatment. Victims may be sexually exploited, forced to work for little or no pay or forced to commit criminal activities against their will. Victims are often pressured into debt-bondage and are likely to be fearful of those who exploit them, who will often threaten and abuse victims and their families. All of these factors make it very difficult for victims to escape. There is no typical victim of slavery – victims can be men, women or children of all ages and nationalities. Many victims are foreign nationals who are brought to the UK specifically so they can be abused and exploited for the benefit of others. Some are tricked into believing they are simply paying others to facilitate their journey to the UK, or that they are being smuggled here. Many often do not find out that they are destined for a life of abuse and servitude until after they arrive.

Not all victims of modern slavery are trafficked across the border. We know that the internal trafficking of victims to other parts of the country takes place, and other forms of modern slavery take place that involve no movement of the victim at all

Types of slavery include:

Child trafficking Young people (under 18) are moved either internationally or domestically so they can be exploited.

Forced labour/debt bondage Victims are forced to work to pay off debts that realistically they never will be able to. Low wages and increased debts mean not only that they cannot ever hope to pay off the loan, but the debt may be passed down to their children.

Forced Labour Victims are forced to work against their will, often working very long hours for little or no pay in dire conditions under verbal or physical threats of violence to them or their families. It can happen in many sectors of our economy, from mining to tarmacking, hospitality and food packaging.

Sexual exploitation Victims are forced to perform non-consensual or abusive sexual acts against their will, such as prostitution, escort work and pornography.

Whilst women and children make up the majority of victims, men can also be affected. Adults are coerced often under the threat of force, or another penalty.

Criminal exploitation Often controlled and maltreated, victims are forced into crimes such as cannabis cultivation or pick pocketing against their will.

Domestic servitude Victims are forced to carry out housework and domestic chores in private households with little or no pay, restricted movement, very limited or no free time and minimal privacy often sleeping where they work. As it takes place in private households it is a deeply hidden form of exploitation.

Signs and symptoms

- Victims may show signs of physical or psychological abuse, look malnourished or unkempt, or appear withdrawn.
- Victims may rarely be allowed to travel on their own, seem under the control, influence of others, rarely interact or appear unfamiliar with their neighbourhood or where they work.
- Victims may be living in dirty, cramped or overcrowded accommodation, and / or living and working at the same address.
- Victims may have no identification documents, have few personal possessions and always wear the same clothes day in day out. What clothes they do wear may not be suitable for their work.
- Victims have little opportunity to move freely and may have had their travel documents retained, e.g. passports.
- They may be dropped off / collected for work on a regular basis either very early or late at night.
- Victims may avoid eye contact, appear frightened or hesitant to talk to strangers and fear law enforcers for many reasons, such as not knowing who to trust or where to get help, fear of deportation, fear of violence to them or their family.

APPENDIX 3

CODE OF CONDUCT AND SAFE WORKING PRACTICES

1. This code of conduct is a statement and is a description of the professional standards of practice that are required from all Council employees when undertaking their day-to-day duties.

2. The code of conduct reflects current practice and it is expected that employees can identify the following standards as those which they aim to emulate daily.

3. It is anticipated that this code of conduct provides a better understanding for members of the public using Council services of what is expected of the Council's staff and the manner in which the employer supports its employees to undertake work effectively and in a manner respectful of the needs of individuals.

4. Every employee should give a good example in terms of behaviour to ensure that children and adults are protected and safeguarded. The following guidelines provide details of examples of good practice which must be used, along with specific codes of conduct (e.g. Flintshire County Council codes of conduct), which could be relevant to roles, activities or specific events.

- You should always be open for the public to scrutinise you when working with children and adults and you should avoid situations where a councillor, employee, volunteer or service provider is with a child or children or vulnerable adult alone without anyone else to observe him or her.
- You should follow the required process for reporting incidents, e.g. an incident of health and safety importance.
- Children and adults have a right to privacy, equality, respect and dignity and a safe and positive environment.
- councillors, employees, volunteers and contracted service providers must give priority to the welfare and safety of the child or adult before concerns for performance.
- If a child or adult arrives at an activity or service exhibiting signs or symptoms which cause you concern, you must act appropriately and follow the procedures outlined in the policy.
- Be aware of the need to ensure safe practices when meeting children and adults.

YOU SHOULD

- Work in accordance with this safeguarding policy. If in doubt, contact the Designated Safeguarding Lead in your Portfolio.
- Work in an open environment (e.g. you should avoid private situations or those which cannot be observed and encourage an open environment, i.e. no secrets); Treat every child and adult fairly with respect and dignity.
- Put the welfare of each child and adult first.
- Ensure a safe and appropriate distance with participants (e.g. it is not appropriate to have a close relationship with a child or an adult).
- Create an equal relationship based on trust which empowers children and adults to share in the decision making process.
- Get the most current information about training and safeguarding issues.

- Be an excellent example – this includes not smoking, drinking alcohol or swearing in the company of children and adults.
- Make sure that photographic or filming equipment is used appropriately and a parent or carer of the participants has given their permission.
- Keep a record in writing of any injury which is sustained, along with any treatment administered in accordance with Council policy.
- Report any concerns immediately to your manager or to their manager if allegations have been made against him/her.

YOU SHOULD NOT

- Touch or allow inappropriate touching in any way, use force or inappropriate language or make suggestive sexual comments.
- Make a child cry as a means of controlling him / her, or use any behaviour control techniques not authorised by the Council's policy and procedures.
- Ignore allegations made by a child or adult. All allegations or disclosures of abuse by a child or vulnerable adult should be reported immediately to Social Services or the Police.
- Undertake tasks of a personal nature for children or adults which they could do for themselves.
- Invite or permit children or an adult to come to your home where they will be alone with you.
- Enter areas that have been specifically set-aside for the other sex.
- Use the internet, an electronic device or a telephone to access child pornography sites.
- Investigate reports of abuse.
- Promise to keep secrets or confidentiality.
- Make assumptions or offer alternative explanations.
- Contact alleged abusers.
- Spread confidential information concerning individual cases to anyone unless through recognised reporting procedures.

5. An employee who breaches any condition of the above code of conduct will face an investigation and could face disciplinary steps which could lead to dismissal and the possibility of a criminal investigation if there is evidence of illegal activity.

6. Volunteer services that breach the code of conduct will be suspended immediately. If there is evidence of illegal activity, the name of the volunteer will be drawn to the attention of the relevant authorities and he /she could face a criminal investigation.

APPENDIX 4 Good Practice Guidelines for Councillors – Safe Contact with Children and Vulnerable Adults

1. These guidelines are a statement and description of the standards of conduct expected from all members of the Council when having contact with children or vulnerable adults *in their office as a councillor.
2. The guidelines are supplementary to, and do not replace, the Members' Code of Conduct. The Members' Code of Conduct remains relevant whenever a member acts in his / her role as elected member, and also at any time in relation to not bringing the office or the Council into disrepute.
3. Some of the requirements of the Code are:-
 - To show respect to others and be mindful of them
 - To address equal opportunity for everyone, regardless of their gender, race, disability, sexual orientation, age or religion
 - Not to disclose confidential information without consent
 - Not to behave in a manner which would bring your office or the Council into disrepute
 - To report any behaviour likely to be criminal by another member or employee to the appropriate authority
 - Not to use your position inappropriately to cause someone advantage or disadvantage.
4. Members may come into contact with children and vulnerable adults through their position on a committee or working group, or through their role as local member. They may also come into contact with them when representing the Council on external bodies or taking part in events arranged by the Council. Every member of the Council has a corporate parent responsibility for looked after children, and every member also has a responsibility to follow good practice for safeguarding children and vulnerable adults.
5. The aim of these guidelines is to reflect current practice and it is expected that members identify the following standards as those which they aim to reach daily.
6. It is expected that these guidelines give a better understanding to members of the public of what is expected by councillors when they come into contact with them.
7. Every councillor should give a good example in terms of behaviour to ensure that children and vulnerable adults are protected and safeguarded. The guidelines below give details of examples of good practice that must be used

YOU SHOULD

- Become familiar with the Council's safeguarding policies and guidelines and the current procedures for reporting incidents etc.
- Attend training on safeguarding children and vulnerable adults.
- Reporting concerns or allegations immediately to Social Services.
- Be open to public scrutiny at all times when working with children and young people, and try and avoid situations where you are alone with a child or children or vulnerable adult, with nobody to observe you.

- Respect children and adults' right to privacy, equality, respect and dignity and a safe and positive environment.
- Place the child or adult's welfare and safety above other considerations.
- Create an equal relationship based on trust which empowers children and adults to share in the decision-making process.
- Be an excellent example for children and vulnerable adults.

YOU SHOULD NOT

- Touch or allow inappropriate touching in any way, use force or inappropriate language or make suggestive sexual comments.
- Ignore allegations made by a child or adult; all allegations or disclosures of abuse by a child or adult should be reported immediately to Social Services of the Police.
- Invite or allow children or a vulnerable adult to come to your home where they will be alone with you.
- Enter areas in the Council's buildings that have been specifically allocated for the opposite sex.
- Use the internet, electronic device or telephone to access child pornography sites.
- Spread confidential information concerning individual cases to anyone unless through recognised reporting procedures.
- Investigate allegations of abuse.
- Contact the alleged abuser.

APPENDIX 5

FLINTSHIRE COUNTY COUNCIL CORPORATE SAFEGUARDING PANEL TERMS OF REFERENCE

1. Purpose

1.1 To ensure that “Safeguarding” is everybody’s business in every Service within the Council working on the premise that “Safeguarding” is a wider concept than the protection of children and adults and deals with the promotion of:

- Physical, emotional and mental health;
- Protection from harm and neglect;
- Education, training and leisure;
- Contribution to society
- Social and economic well-being.

1.2 To ensure that the Council has in place, and is operating, effective management and assurance processes and controls for safeguarding children and vulnerable adults and fulfils its duties corporately and in partnership with other statutory agencies.

1.3 To consider matters referred to the Panel within its terms of reference and to drive forward improvements in safeguarding.

2. Responsibilities of the Panel

2.1 To take an overview of the Council’s (and partner agencies) responsibilities towards safeguarding and examine ways in which the Council as a whole and partner agencies can secure the safeguarding and wellbeing of children and vulnerable adults in the area.

2.2 To ensure that the Council and its departments are fully compliant with legislation and policy pertaining to safeguarding.

2.3 To ensure there are good joint working arrangements between Council departments and partner agencies, including working arrangements with the North Wales Safeguarding Boards

2.4 To monitor and scrutinise the performance of safeguarding activities across the Council supporting good practice and challenging and holding to account poor practice

2.5 To ensure that positive practices are maintained, lessons are learnt and changes made in the areas that require improvements.

2.6 To develop and oversee implementation of a Council wide safeguarding policy.

2.7 To develop and oversee implementation of a corporate Safeguarding Workforce Development Strategy and Training Plan

2.8 To develop and oversee implementation of an annual work programme for the Panel

2.9 To maintain a strategic overview of all developments, plans, policies and strategies for safeguarding and to make appropriate recommendations for action.

2.10 To produce an annual safeguarding report (that will link with the requirements for an annual report through the North Wales Safeguarding Board)

2.11 To ensure safe recruitment processes are implemented and adhered to across the Council

2.12 To ensure that thematic safeguarding issues are actively addressed across the Council e.g. human trafficking/ modern slavery/ child sexual exploitation.

2.13 To ensure Members are regularly updated on issues relating to safeguarding practice

3. Membership

3.1 Membership of the group will include:

- Chief Officer Social Services (Chair)
- Chief Officer Education and Youth (Vice Chair)
- Senior Manager for Safeguarding in Social Services
- Designated Safeguarding Leads from each Council Portfolio (see Appendix 1)
- Human Resources Service representative
- Corporate Services
- Elected member

3.2 In exceptional circumstances a Portfolio representative must be identified to attend a meeting if the named representative is unable to attend.

3.3 Additional members can be co-opted onto the Panel with the approval of the Chair.

3.4 According to the agenda individuals that are not part of the Panel may be invited to attend meetings to discuss and/or present key items.

4. Governance Arrangements

4.1 The group will meet on a quarterly basis (or more frequently if required)

4.2 Business support will be provided through Corporate Services

4.3 Designated Safeguarding Leads will be responsible for disseminating and obtaining information back into their service areas and will be accountable for the completion of actions and tasks attributed to their service area.

4.4 The corporate safeguarding group will report key risks, issues and performance to the Chief Officer Team on a quarterly basis and will act as the corporate conduit to the North Wales Safeguarding Boards for adults and children's.

4.5 Reporting to Scrutiny Committees and Cabinet

- Corporate Resources and Overview Scrutiny AND Cabinet will receive information regarding the work of the Corporate Safeguarding Panel through an Annual Safeguarding report. This will provide an opportunity for Members to scrutinise and challenge
- Reports detailing the specific work within individual Portfolios will be reported through the relevant Scrutiny Committee in accordance with the agreed forward work programme.
- Members of the Scrutiny Committee and Cabinet will receive information regarding the work programme of the Corporate Safeguarding Group, the progress against this work programme and the main messages stemming from the performance management and quality assurance arrangements;
- The observations of the Scrutiny Committee and Cabinet will be considered when determining the priorities of the Panel's future work programmes.



CABINET

Date of Meeting	Tuesday, 14 February 2017
Report Subject	Welsh Language Standards
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to advise members of the outcome of negotiating a new set of Welsh Language Standards for the Council with the Welsh Language Commissioner.

Following a series of consultations, County Councils, received Notices on 30 September 2015 from the Welsh Language Commissioner (WLC) on compliance with the new Welsh Language Standards. The Standards will replace the Council's Welsh Language Scheme.

The 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 WLC has the powers to investigate and take action against those designated organisations who fail to comply with the Standards. This includes imposing financial penalties for non-compliance. The Compliance Notice for Flintshire County Council is attached in Appendix 1. The majority of the Standards are consistent with the commitments set out in the Council's Welsh Language Scheme and should not pose any significant problems for services. Some of the Standards were considered to be more challenging – being disproportionate and unreasonable. The Council has had positive and constructive discussions with the WLC which have resulted in amendments, exemptions and deferred implementation dates to the Standards we considered to be problematic.

RECOMMENDATIONS

1.	Note and endorse the successful outcome for Flintshire County Council on negotiated Standards within the final Compliance Notice.
2.	To fully support the Welsh Language Standards.
3.	To invite a further report on the Welsh Language Promotion Strategy, which is a requirement of the Standards and will raise the profile and strengthen the Welsh language in Flintshire.

REPORT DETAILS

1.00	EXPLAINING THE WELSH LANGUAGE STANDARDS
1.01	<p>The Welsh Language Measure (Wales) Measure 2011 enables the Welsh Ministers to specify Standards relating to the Welsh language. These Standards replace Welsh Language Schemes. The Council set out its commitment to treat English and Welsh on the basis of equality in the delivery of services. The aim of the Standards is to continue and develop the work of 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>In September 2015 the WLC served Compliance Notices on each of the 22 local authorities in Wales identifying the Welsh Language Standards to which they must comply and the time frame for compliance for each Standard. The Notices are unique to each organisation and reflect local demography and organisational capacity. The Standards for each local authority across North Wales differ, with authorities in North West Wales being required to comply with more stringent standards than those set for Flintshire County Council.</p>
1.03	<p>The Compliance Notice for Flintshire County Council sets out 171 Standards: (i) 146 to be achieved by 30 March 2016; and (ii) 25 to be achieved by 30 September 2016. The majority of the Standards are consistent with the commitments set out in the Council's Welsh Language Scheme and should not pose any significant issues for services. They also support the progress being made by Social Services who have been recognised by the First Minister for their work in promoting Welsh language services as part of the Welsh Government's "More Than Words" framework.</p>

1.04	<p>The Standards cover the following areas:</p> <p>Service Delivery Standards Set out the standards that must be met when providing services to the public in Welsh.</p> <p>Policy Making Standards Assessment of the impact of policies and decisions, and grants, on opportunities to use the Welsh language and treating the Welsh language no less favourably than English.</p> <p>Operational Standards Cover the use of Welsh at work and in employment procedures.</p> <p>Promotion Standards Require the Council to produce and publish a five year strategy outlining how the Council will promote the Welsh language and facilitate its use more widely in the county.</p> <p>Record Keeping Standards Specify the records that must be kept by the Council.</p>
1.05	<p>The Council is committed to the Welsh language and meeting the Standards set out in the Compliance Notice. There were a small number of individual Standards we considered to be unreasonable or disproportionate.</p> <p>The main themes of these Standards included:</p> <ul style="list-style-type: none"> • Infonet • public address system messages (Welsh first) • service-specific meetings with the public • Cabinet and Scrutiny meetings (agendas and minutes) • Signage
1.06	<p>The Council has taken a partnership approach to successfully resolving concerns about implementing specific Standards and met with officers of the WLC in December 2016 to discuss these. This was a constructive and positive dialogue, with the WLC agreeing to the Council's request to defer implementation or make amendments to specific Standards. The full list of amendments agreed with the WLC are attached as Appendix 2.</p>
1.07	<p>To ensure employees and managers comply with the Standards a series of workforce news items have been circulated during the past 12 months through the intranet and Change Exchange. Further workforce news items will be shared throughout the next 12 months as a reminder. Supporting documentation and guidance is also available on the intranet. In addition, each portfolio has nominated a delegated lead who is responsible for sharing information about the Standards across their areas.</p>
1.08	<p>Standard 145 of the Compliance Notice requires the Council to produce and publish a five year strategy which sets out how the Council will promote the use of the Welsh language more widely in the county and to set a target to maintain or increase the number of Welsh speakers. This</p>

	work is in progress and will build upon the legacy of the Urdd's Eisteddfod held in Flint in 2016. It will also support the commitments in the Council's Welsh in Education Strategic Plan (WESP) and Social Services' action plan for the "More than Words" framework. We will work with our partners, Coleg Cambria, Menter Iaith and the Urdd to maximise the impact of this strategy.
1.09	Corporate Resources and Overview Scrutiny Committee will have reviewed this report. Verbal feedback will be provided at the meeting.

2.00	RESOURCE IMPLICATIONS
2.01	There are potentially significant financial implications in delivering the Standards as there will be an increased use of interpretation and translation services. The full cost is not yet known. This will depend upon the demand from Welsh speaking customers and employees who wish to exercise their rights to receive Welsh language services as set out in the Standards. The actual costs of implementing these Standards will be known following implementation. Funding has been set aside to pay for the translation of agendas and minutes of committee meetings.
2.02	There are training implications for employees. Both Welsh language skills training and Welsh language awareness training is currently provided. The numbers accessing this training will need to be increased and monitored. All employees will need to be aware of the Standards and what this means for their role. Similarly, our suppliers and partners may need to comply with certain Standards.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Council has responded to a number of WLC and Welsh Government consultations on the Standards.

4.00	RISK MANAGEMENT
4.01	The Performance Management System, CAMMS, will help us to monitor compliance where appropriate.
4.02	Implementation of the Standards will enhance the profile of Welsh language within the Council and within the county and strengthen the commitments which were set out in the previous Welsh Language Scheme.

5.00	APPENDICES
5.01	Appendix 1 Flintshire County Council Compliance Notice.
5.02	Appendix 2 Standards where variations have been agreed by the WLC.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</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>Compliance Notice: specifies the exact standards with which each organisation should comply and also the date by which they are required to comply with a standard.</p> <p>More Than Words Framework: A Welsh Government strategic framework to strengthen Welsh language services in health, social services and social care. It includes the principle of the “Active Offer” where customers are offered services in Welsh as opposed to having to request them.</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 Standards: specify standards of conduct in relation to the Welsh language.</p>

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COMPLIANCE NOTICE – SECTION 44 WELSH LANGUAGE (WALES) MEASURE 2011

Flintshire County Council – Issue Date: 30/09/2015

The following standards were varied on 13 January 2017 according to section 57(6)(c) of the Welsh Language (Wales) Measure 2011:

21, 27, 27A, 27D, 41, 62, 70, 122, 124, 126, 142, 144, 145

Standard Number	Class of Standard	Standard	Imposition Day
1	Service Delivery	If you receive correspondence from a person in Welsh you must reply in Welsh (if an answer is required), unless the person has indicated that there is no need to reply in Welsh.	30/03/2016
2	Service Delivery	When you correspond with an individual ("A") for the first time, you must ask A whether A wishes to receive correspondence from you in Welsh, and if A responds to say that A wishes to receive correspondence in Welsh you must - (a) keep a record of A's wish, (b) correspond with A in Welsh when corresponding with A from then onwards, and (c) send any forms you send to A from then onwards in Welsh.	30/09/2016
3	Service Delivery	When you send correspondence addressed to two individuals who	30/09/2016

		are members of the same household (for example, the parents of a child) for the first time, you must ask them whether they wish to receive correspondence from you in Welsh; and if - (a) both individuals respond to say that they wish to receive correspondence in Welsh, you must keep a record of that wish and correspond in Welsh from then onwards when sending correspondence addressed to both of those individuals; (b) one (but not both) of the individuals responds to say that he or she wishes to receive correspondence in Welsh, you must keep a record of that wish and provide a Welsh language version of correspondence from then onwards when sending correspondence addressed to both of those individuals.	
4	Service Delivery	When you send the same correspondence to several persons, you must send a Welsh language version of the correspondence at the same time as you send any English language version.	30/03/2016
5	Service Delivery	If you don't know whether a person wishes to receive correspondence from you in Welsh, when you correspond with that person you must provide a Welsh language version of the correspondence.	30/03/2016
6	Service Delivery	If you produce a Welsh language version and a corresponding English language version of correspondence, you must not treat the Welsh language version less favourably than the English language version (for example, if the English version is signed, or if contact details are provided on the English version, then the Welsh version must be treated in the same way).	30/03/2016
7	Service Delivery	You must state - (a) in correspondence, and (b) in publications and official notices that invite persons to respond	30/03/2016

		to you or to correspond with you, that you welcome receiving correspondence in Welsh, that you will respond to any correspondence in Welsh, and that corresponding in Welsh will not lead to delay.	
8	Service Delivery	When a person contacts you on your main telephone number (or numbers), or on any helpline numbers or call centre numbers, you must greet the person in Welsh.	30/03/2016
9	Service Delivery	When a person contacts you on your main telephone number (or numbers), or on any helpline numbers or call centre numbers, you must inform the person that a Welsh language service is available.	30/03/2016
11	Service Delivery	When a person contacts you on your main telephone number (or numbers), or on any helpline numbers or call centre numbers, you must deal with the call in Welsh if that is the person's wish until such point as - (a) it is necessary to transfer the call to a member of staff who does not speak Welsh who can provide a service on a specific matter; and (b) no Welsh speaking member of staff is available to provide a service on that specific subject matter.	30/03/2016
12	Service Delivery	When you advertise telephone numbers, helpline numbers or call centre services, you must not treat the Welsh language less favourably than the English language.	30/03/2016
13	Service Delivery	If you offer a Welsh language service on your main telephone number (or numbers), on any helpline numbers or call centre numbers, the telephone number for the Welsh language service must be the same as for the corresponding English language service.	30/03/2016
14	Service Delivery	When you publish your main telephone number, or any helpline numbers or call centre service numbers, you must state (in Welsh) that you welcome calls in Welsh.	30/03/2016

15	Service Delivery	If you have performance indicators for dealing with telephone calls, you must ensure that those performance indicators do not treat telephone calls made in Welsh any less favourably than calls made in English.	30/03/2016
16	Service Delivery	Your main telephone call answering service (or services) must inform persons calling, in Welsh, that they can leave a message in Welsh.	30/03/2016
17	Service Delivery	When there is no Welsh language service available on your main telephone number (or numbers), or any helpline numbers or call centre numbers, you must inform persons calling, in Welsh (by way of an automated message or otherwise), when a Welsh language service will be available.	30/03/2016
19	Service Delivery	If a person contacts one of your departments on a direct line telephone number (including on staff members' direct line numbers), and that person wishes to receive a service in Welsh, you must deal with the call in Welsh until such point as - (a) it is necessary to transfer the call to a member of staff who does not speak Welsh who can provide a service on a specific subject matter; and (b) no Welsh speaking member of staff is available to provide a service on that specific subject matter.	30/03/2016
20	Service Delivery	When a person contacts you on a direct line number (whether on a department's direct line number or on the direct line number of a member of staff), you must ensure that, when greeting the person, the Welsh language is not treated less favourably than the English language.	30/03/2016
21	Service Delivery	When you telephone an individual ("A") for the first time you must ask A whether A wishes to receive telephone calls from you in Welsh,	01/05/2017

		<p>and if A responds to say that A wishes to receive telephone calls in Welsh you must keep a record of that wish, and conduct telephone calls made to A from then onwards in Welsh.</p> <p>You must comply with standard 21 whilst providing</p> <p>(a) services regarding the below:</p> <ul style="list-style-type: none"> • Housing • Social Services • Benefits • Streetscene <p>(b) any service provided by your Contact Centres</p>	
22	Service Delivery	Any automated telephone systems that you have must provide the complete automated service in Welsh.	30/03/2016
24	Service Delivery	If you invite one person only ("P") to a meeting you must ask P whether P wishes to use the Welsh language at the meeting, and inform P that you will, if necessary, provide a translation service from Welsh to English for that purpose.	30/03/2016
24A	Service Delivery	If you have invited one person only ("P") to a meeting and P has informed you that P wishes to use the Welsh language at the meeting, you must arrange for a simultaneous translation service from Welsh to English to be available at the meeting (unless you conduct the meeting in Welsh without the assistance of a translation service).	30/03/2016
26	Service Delivery	If you invite an individual ("A") to a meeting, and the meeting relates to the well-being of A, you must ask A whether A wishes to use the Welsh language at the meeting, and inform A that you will, if necessary, provide a translation service from Welsh to English and from English to Welsh for that purpose.	30/03/2016

26A	Service Delivery	You must arrange for a simultaneous translation service from Welsh to English and from English to Welsh to be available at a meeting - (a) if the meeting relates to the well-being of an invited individual ("A"), and (b) if A has informed you that A wishes to use the Welsh language at the meeting; unless you conduct the meeting in Welsh without the assistance of a translation service.	30/03/2016
27	Service Delivery	If you invite more than one person to a meeting (which does not relate to the well-being of one or more of the individuals invited), you must ask each person whether they wish to use the Welsh language at the meeting.	01/05/2017
27A	Service Delivery	If you have invited more than one person to a meeting (which does not relate to the well-being of one or more of the individuals invited), and at least 10% (but less than 100%) of the persons invited have informed you that they wish to use the Welsh language at the meeting, you must arrange for a simultaneous translation service from Welsh to English to be available at the meeting.	01/05/2017
27D	Service Delivery	If you have invited more than one person to a meeting (which does not relate to the well-being of one or more of the individuals invited), and all of the persons invited have informed you that they wish to use the Welsh language at the meeting, you must arrange for a simultaneous translation service from Welsh to English to be available at the meeting (unless you conduct the meeting in Welsh without the assistance of a translation service).	01/05/2017
29	Service Delivery	If you invite more than one person to a meeting, and that meeting relates to the well-being of one or more of the individuals invited, you must - (a) ask that individual or each of those individuals whether he or she	30/03/2016

		wishes to use the Welsh language at the meeting, and (b) inform that individual (or those individuals) that, if necessary, you will provide a translation service from Welsh to English and from English to Welsh for that purpose.	
29A	Service Delivery	You must provide a simultaneous translation service from Welsh to English and from English to Welsh at a meeting - (a) if you have invited more than one person to the meeting, (b) if the meeting relates to the well-being of one or more of the individuals invited, and (c) if at least one of those individuals has informed you that he or she wishes to use the Welsh language at the meeting; unless you conduct the meeting in Welsh without the assistance of a translation service.	30/03/2016
30	Service Delivery	If you arrange a meeting that is open to the public you must state on any material advertising it, and on any invitation to it, that anyone attending is welcome to use the Welsh language at the meeting.	30/03/2016
31	Service Delivery	When you send invitations to a meeting that you arrange which is open to the public, you must send the invitations in Welsh.	30/03/2016
32	Service Delivery	If you invite persons to speak at a meeting that you arrange which is open to the public you must - (a) ask each person invited to speak whether he or she wishes to use the Welsh language, and (b) if that person (or at least one of those persons) has informed you that he or she wishes to use the Welsh language at the meeting, provide a simultaneous translation service from Welsh to English for that purpose (unless you conduct the meeting in Welsh without a translation service).	30/03/2016
33	Service Delivery	If you arrange a meeting that is open to the public, you must ensure	30/03/2016

		<p>that a simultaneous translation service from Welsh to English is available at the meeting, and you must orally inform those present in Welsh -</p> <p>(a) that they are welcome to use the Welsh language, and</p> <p>(b) that a simultaneous translation service is available.</p> <p>You must comply with standard 33 in every circumstance, except:</p> <ul style="list-style-type: none"> where an invitation or material advertising the meeting has asked persons to inform you whether they wish to use the Welsh language, and that no person has informed you that he or she wishes to use the Welsh language at the meeting. 	
34	Service Delivery	If you display any written material at a meeting that you arrange which is open to the public, you must ensure that that material is displayed in Welsh, and you must not treat any Welsh language text less favourably than the English language text.	30/03/2016
35	Service Delivery	If you organise a public event, or fund at least 50% of a public event, you must ensure that, in promoting the event, the Welsh language is treated no less favourably than the English language (for example, in the way the event is advertised or publicised).	30/03/2016
36	Service Delivery	If you organise a public event, or fund at least 50% of a public event, you must ensure that the Welsh language is treated no less favourably than the English language at the event (for example, in relation to services offered to persons attending the event, in relation to signs displayed at the event and in relation to audio announcements made at the event).	30/09/2016
37	Service Delivery	Any publicity or advertising material that you produce must be	30/03/2016

		produced in Welsh, and if you produce the advertising material in Welsh and in English, you must not treat the Welsh language version less favourably than you treat the English language version.	
38	Service Delivery	Any material that you display in public must be displayed in Welsh, and you must not treat any Welsh language version of the material less favourably than the English language version.	30/03/2016
41	Service Delivery	<p>If you produce the following documents you must produce them in Welsh -</p> <p>(a) agendas, minutes and other papers that are available to the public, which relate to management board or cabinet meetings;</p> <p>(b) agendas, minutes and other papers for meetings, conferences or seminars that are open to the public.</p> <p>You must comply with standard 41(a) by 1 April 2017 in every circumstance, except:</p> <ul style="list-style-type: none"> other papers that are available to the public, which relate to management board or cabinet meetings. <p>You must comply with standard 41(b) in every circumstance, except:</p> <ul style="list-style-type: none"> other papers for meetings that are open to the public. 	30/03/2016
42	Service Delivery	Any licence or certificate you produce must be produced in Welsh.	30/03/2016
43	Service Delivery	Any brochure, leaflet, pamphlet or card that you produce in order to provide information to the public must be produced in Welsh.	30/03/2016
44	Service Delivery	<p>If you produce the following documents, and they are available to the public, you must produce them in Welsh -</p> <p>(a) policies, strategies, annual reports and corporate plans;</p> <p>(b) guidelines and codes of practice;</p>	30/03/2016

		(c) consultation papers.	
45	Service Delivery	Any rules that you publish that apply to the public must be published in Welsh.	30/03/2016
46	Service Delivery	When you issue any statement to the press you must issue it in Welsh and, if there is a Welsh language version and an English language version of a statement, you must issue both versions at the same time.	30/03/2016
47	Service Delivery	If you produce a document for public use, and no other standard has required you to produce the document in Welsh, you must produce it in Welsh - (a) if the subject matter of the document suggests that it should be produced in Welsh, or (b) if the anticipated audience, and their expectations, suggests that the document should be produced in Welsh.	30/03/2016
48	Service Delivery	If you produce a document in Welsh and in English (whether separate versions or not), you must not treat any Welsh language version less favourably than you treat the English language version.	30/03/2016
49	Service Delivery	If you produce a Welsh language version and a separate English language version of a document, you must ensure that the English language version clearly states that the document is also available in Welsh.	30/03/2016
50	Service Delivery	Any form that you produce for public use must be produced in Welsh.	30/03/2016
50A	Service Delivery	If you produce a Welsh language version and a separate English language version of a form, you must ensure that the English language version clearly states that the form is also available in Welsh.	30/03/2016
50B	Service Delivery	If you produce a form in Welsh and in English (whether separate	30/03/2016

		versions or not), you must ensure that the Welsh language version is treated no less favourably than the English language version, and you must not differentiate between the Welsh and English versions in relation to any requirements that are relevant to the form (for example in relation to any deadline for submitting the form, or in relation to the time allowed to respond to the content of the form).	
51	Service Delivery	If you pre-enter information on a Welsh language version of a form (for example, before sending it to a member of the public in order for him or her to check the content or to fill in the remainder of the form), you must ensure that the information that you pre-enter is in Welsh.	30/03/2016
52	Service Delivery	You must ensure that - (a) the text of each page of your website is available in Welsh, (b) every Welsh language page on your website is fully functional, and (c) the Welsh language is not treated less favourably than the English language on your website.	30/03/2016
55	Service Delivery	If you have a Welsh language web page that corresponds to an English language web page, you must state clearly on the English language web page that the page is also available in Welsh, and you must provide a direct link to the Welsh page on the corresponding English page.	30/03/2016
56	Service Delivery	You must provide the interface and menus on every page of your website in Welsh.	30/03/2016
57	Service Delivery	All apps that you publish must function fully in Welsh, and the Welsh language must be treated no less favourably than the English language in relation to that app.	30/03/2016
58	Service Delivery	When you use social media you must not treat the Welsh language less favourably than the English language.	30/03/2016

59	Service Delivery	If a person contacts you by social media in Welsh, you must reply in Welsh (if an answer is required).	30/03/2016
60	Service Delivery	You must ensure that any self service machines that you have function fully in Welsh, and the Welsh language must be treated no less favourably than the English language in relation to that machine.	30/03/2016
61	Service Delivery	When you erect a new sign or renew a sign (including temporary signs), any text displayed on the sign must be displayed in Welsh (whether on the same sign as you display corresponding English language text or on a separate sign); and if the same text is displayed in Welsh and in English, you must not treat the Welsh language text less favourably than the English language text.	30/03/2016
62	Service Delivery	<p>When you erect a new sign or renew a sign (including temporary signs) which conveys the same information in Welsh and in English, the Welsh language text must be positioned so that it is likely to be read first.</p> <p>You must comply with Standard 62 in every circumstance, except:</p> <ul style="list-style-type: none"> temporary signs in an emergency <p>(“Emergency” has the same meaning given to it in section 1 of the Civil Contingencies Act 2004)</p>	01/04/2017
63	Service Delivery	You must ensure that the Welsh language text on signs is accurate in terms of meaning and expression.	30/03/2016
64	Service Delivery	Any reception service you make available in English must also be available in Welsh, and any person who requires a Welsh language reception service must not be treated less favourably than a person who requires an English language reception service.	30/03/2016

		<p>You must comply with standard 64 in relation to the following by 30 March 2016:</p> <ul style="list-style-type: none"> The body's main reception service <p>You must comply with standard 64 in relation to the following by 30 September 2016:</p> <ul style="list-style-type: none"> Every other reception service 	
67	Service Delivery	You must display a sign in your reception which states (in Welsh) that persons are welcome to use the Welsh language at the reception.	30/03/2016
68	Service Delivery	You must ensure that staff at the reception who are able to provide a Welsh language reception service wear a badge to convey that.	30/03/2016
69	Service Delivery	Any official notice that you publish or display must be published or displayed in Welsh, and you must not treat any Welsh language version of a notice less favourably than an English language version.	30/03/2016
70	Service Delivery	<p>When you publish or display an official notice that contains Welsh language text as well as English language text, the Welsh language text must be positioned so that it is likely to be read first.</p> <p>You must comply with standard 70 in the following circumstances:</p> <ul style="list-style-type: none"> when publishing and/or displaying an official notice following renewal of third party contracts or determination of a new contract. 	01/05/2017
71	Service Delivery	Any documents that you publish which relate to applications for a grant, must be published in Welsh, and you must not treat a Welsh language version of such documents less favourably than an English language version.	30/03/2016

72	Service Delivery	When you invite applications for a grant, you must state in the invitation that applications may be submitted in Welsh and that any application submitted in Welsh will be treated no less favourably than an application submitted in English.	30/03/2016
72A	Service Delivery	You must not treat applications for a grant submitted in Welsh less favourably than applications submitted in English (including, amongst other matters, in relation to the closing date for receiving applications and in relation to the time-scale for informing applicants of decisions).	30/03/2016
74	Service Delivery	If you receive an application for a grant in Welsh and it is necessary to interview the applicant as part of your assessment of the application you must - (a) offer to provide a translation service from Welsh to English to enable the applicant to use the Welsh language at the interview, and (b) if the applicant wishes to use the Welsh language at the interview, provide a simultaneous translation service for that purpose (unless you conduct the interview in Welsh without a translation service).	30/03/2016
75	Service Delivery	When you inform an applicant of your decision in relation to an application for a grant, you must do so in Welsh if the application was submitted in Welsh.	30/03/2016
76	Service Delivery	Any invitations to tender for a contract that you publish must be published in Welsh, and you must not treat a Welsh language version of any invitation less favourably than an English language version. You must comply with standard 76 in the following circumstances: (a) If the subject matter of the tender for a contract suggests that it should be produced in Welsh, or (b) If the anticipated audience, and their expectations,	30/03/2016

		suggests that the document should be produced in Welsh.	
77	Service Delivery	When you publish invitations to tender for a contract, you must state in the invitation that tenders may be submitted in Welsh, and that a tender submitted in Welsh will be treated no less favourably than a tender submitted in English.	30/03/2016
77A	Service Delivery	You must not treat a tender for a contract submitted in Welsh less favourably than a tender submitted in English (including, amongst other matters, in relation to the closing date for receiving tenders, and in relation to the time-scale for informing tenderers of decisions).	30/03/2016
79	Service Delivery	If you receive a tender in Welsh and it is necessary to interview the tenderer as part of your assessment of the tender you must - (a) offer to provide a translation service from Welsh to English to enable the tenderer to use the Welsh language at the interview, and (b) if the tenderer wishes to use the Welsh language at the interview, provide a simultaneous translation service for that purpose (unless you conduct the interview in Welsh without a translation service).	30/03/2016
80	Service Delivery	When you inform a tenderer of your decision in relation to a tender, you must do so in Welsh if the tender was submitted in Welsh.	30/03/2016
81	Service Delivery	You must promote any Welsh language service that you provide, and advertise that service in Welsh.	30/03/2016
82	Service Delivery	If you provide a service in Welsh that corresponds to a service you provide in English, any publicity or document that you produce, or website that you publish, which refers to the English service must also state that a corresponding service is available in Welsh.	30/03/2016
83	Service Delivery	When you form, revise or present your corporate identity, you must not treat the Welsh language less favourably than the English language.	30/03/2016

84	Service Delivery	<p>If you offer an education course that is open to the public, you must offer it in Welsh.</p> <p>You must comply with standard 84 in every circumstance, except:</p> <ul style="list-style-type: none"> • when an assessment carried out in accordance with standard 86 comes to the conclusion that there is no need for that course to be offered in Welsh. 	30/03/2016
86	Service Delivery	If you develop an education course that is to be offered to the public, you must assess the need for that course to be offered in Welsh; and you must ensure that the assessment is published on your website.	30/03/2016
87	Service Delivery	When you announce a message over a public address system, you must make that announcement in Welsh and, if the announcement is made in Welsh and in English, the announcement must be made in Welsh first.	30/03/2016
88	Policy Making	<p>When you formulate a new policy, or review or revise an existing policy, you must consider what effects, if any (whether positive or adverse), the policy decision would have on -</p> <p>(a) opportunities for persons to use the Welsh language, and</p> <p>(b) treating the Welsh language no less favourably than the English language.</p>	30/03/2016
89	Policy Making	<p>When you formulate a new policy, or review or revise an existing policy, you must consider how the policy could be formulated (or how an existing policy could be changed) so that the policy decision would have positive effects, or increased positive effects, on -</p> <p>(a) opportunities for persons to use the Welsh language, and</p> <p>(b) treating the Welsh language no less favourably than the English language.</p>	30/03/2016

90	Policy Making	When you formulate a new policy, or review or revise an existing policy, you must consider how the policy could be formulated (or how an existing policy could be changed) so that the policy decision would not have adverse effects, or so that it would have decreased adverse effects, on - (a) opportunities for persons to use the Welsh language, and (b) treating the Welsh language no less favourably than the English language.	30/03/2016
91	Policy Making	When you publish a consultation document which relates to a policy decision, the document must consider, and seek views on, the effects (whether positive or adverse) that the policy decision under consideration would have on - (a) opportunities for persons to use the Welsh language, and (b) treating the Welsh language no less favourably than the English language.	30/03/2016
92	Policy Making	When you publish a consultation document which relates to a policy decision the document must consider, and seek views on, how the policy under consideration could be formulated or revised so that it would have positive effects, or increased positive effects, on (a) opportunities for persons to use the Welsh language, and (b) treating the Welsh language no less favourably than the English language.	30/03/2016
93	Policy Making	When you publish a consultation document which relates to a policy decision the document must consider, and seek views on, how the policy under consideration could be formulated or revised so that it would not have adverse effects, or so that it would have decreased adverse effects, on - (a) opportunities for persons to use the Welsh language, and	30/03/2016

		(b) treating the Welsh language no less favourably than the English language.	
94	Policy Making	<p>You must produce and publish a policy on awarding grants (or, where appropriate, amend an existing policy) which requires you to take the following matters into account when you make decisions in relation to the awarding of a grant -</p> <p>(a) what effects, if any (and whether positive or negative), the awarding of a grant would have on -</p> <p>(i) opportunities for persons to use the Welsh language, and</p> <p>(ii) treating the Welsh language no less favourably than the English language;</p> <p>(b) how the decision could be taken or implemented (for example, by imposing conditions of grant) so that it would have positive effects, or increased positive effects, on -</p> <p>(i) opportunities for persons to use the Welsh language, and</p> <p>(ii) treating the Welsh language no less favourably than the English language;</p> <p>(c) how the decision could be taken or implemented (for example, by imposing conditions of grant) so that it would not have adverse effects, or so that it would have decreased adverse effects on -</p> <p>(i) opportunities for persons to use the Welsh language, and</p> <p>(ii) treating the Welsh language no less favourably than the English language;</p> <p>(ch) whether you need to ask the applicant for any additional information in order to assist you in assessing the effects of awarding a grant on -</p> <p>(i) opportunities for persons to use the Welsh language, and</p> <p>(ii) treating the Welsh language no less favourably than the English</p>	30/09/2016

		language.	
95	Policy Making	When you commission or undertake research that is intended to assist you to make a policy decision, you must ensure that the research considers what effects, if any (and whether positive or adverse), the policy decision under consideration would have on - (a) opportunities for persons to use the Welsh language, and (b) treating the Welsh language no less favourably than the English language.	30/03/2016
96	Policy Making	When you commission or undertake research that is intended to assist you to make a policy decision, you must ensure that the research considers how the policy decision under consideration could be made so that it would have a positive effects, or so that it would have increased positive effects, on - (a) opportunities for persons to use the Welsh language, and (b) treating the Welsh language no less favourably than the English language.	30/03/2016
97	Policy Making	When you commission or undertake research that is intended to assist you to make a policy decision, you must ensure that the research considers how the policy decision under consideration could be made so that it would not have adverse effects, or so that it would have decreased adverse effects, on - (a) opportunities for persons to use the Welsh language, and (b) treating the Welsh language no less favourably than the English language.	30/03/2016
98	Operational	You must develop a policy on using Welsh internally for the purpose of promoting and facilitating the use of the language, and you must publish that policy on your intranet.	30/09/2016
99	Operational	When you offer a new post to an individual, you must ask that	30/03/2016

		individual whether he or she wishes for the contract of employment or contract for services to be provided in Welsh; and if that is the individual's wish you must provide the contract in Welsh.	
100	Operational	You must - (a) ask each employee whether he or she wishes to receive any paper correspondence that relates to his or her employment, and which is addressed to him or her personally, in Welsh, and (b) if an employee so wishes, provide any such correspondence to that employee in Welsh.	30/03/2016
101	Operational	You must ask each employee whether he or she wishes to receive any documents that outline his or her training needs or requirements in Welsh; and if that is the employee's wish you must provide any such documents to him or to her in Welsh.	30/09/2016
102	Operational	You must ask each employee whether he or she wishes to receive any documents that outline his or her performance objectives in Welsh; and if that is the employee's wish you must provide any such documents to him or to her in Welsh.	30/09/2016
103	Operational	You must ask each employee whether he or she wishes to receive any documents that outline or record his or her career plan in Welsh; and if that is the employee's wish you must provide any such documents to him or to her in Welsh.	30/09/2016
104	Operational	You must ask each employee whether he or she wishes to receive any forms that record and authorise - (a) annual leave, (b) absences from work, and (c) flexible working hours, in Welsh; and if that is an employee's wish, you must provide any such forms to him or to her in Welsh.	30/09/2016

105	Operational	If you publish a policy relating to behaviour in the workplace, you must publish it in Welsh.	30/09/2016
106	Operational	If you publish a policy relating to health and well-being at work, you must publish it in Welsh.	30/09/2016
107	Operational	If you publish a policy relating to salaries or workplace benefits, you must publish it in Welsh.	30/09/2016
108	Operational	If you publish a policy relating to performance management, you must publish it in Welsh.	30/09/2016
109	Operational	If you publish a policy about absence from work, you must publish it in Welsh.	30/09/2016
110	Operational	If you publish a policy relating to working conditions, you must publish it in Welsh.	30/09/2016
111	Operational	If you publish a policy regarding work patterns, you must publish it in Welsh.	30/09/2016
112	Operational	You must allow each member of staff - (a) to make complaints to you in Welsh, and (b) to respond in Welsh to any complaint made about him or about her.	30/03/2016
112A	Operational	You must state in any document that you have that sets out your procedures for making complaints that each member of staff may - (a) make a complaint to you in Welsh, and (b) respond to a complaint made about him or about her in Welsh; and you must also inform each member of staff of that right.	30/03/2016
114	Operational	If you receive a complaint from a member of staff or a complaint about a member of staff, and a meeting is required with that member of staff, you must - (a) ask the member of staff whether he or she wishes to use the	30/03/2016

		Welsh language at the meeting; (b) explain that you will provide a translation service from Welsh to English for that purpose if it is required; and if the member of staff wishes to use the Welsh language, you must provide a simultaneous translation service from Welsh to English at the meeting (unless you conduct the meeting in Welsh without translation services).	
115	Operational	When you inform a member of staff of a decision you have reached in relation to a complaint made by him or by her, or in relation to a complaint made about him or about her, you must do so in Welsh if that member of staff - (a) made the complaint in Welsh, (b) responded in Welsh to a complaint about him or about her, (c) asked for a meeting about the complaint to be conducted in Welsh, or (ch) asked to use the Welsh language at a meeting about the complaint.	30/03/2016
116	Operational	You must allow all members of staff to respond in Welsh to allegations made against them in any internal disciplinary process.	30/03/2016
116A	Operational	You must - (a) state in any document that you have which sets out your arrangements for disciplining staff that any member of staff may respond in Welsh to any allegations made against him or against her, and (b) if you commence a disciplinary procedure in relation to a member of staff, inform that member of staff of that right.	30/03/2016
118	Operational	If you organise a meeting with a member of staff regarding a disciplinary matter that relates to his or her conduct you must - (a) ask the member of staff whether he or she wishes to use the	30/03/2016

		Welsh language at the meeting, and (b) explain that you will provide a translation service for that purpose if it is required; and, if the member of staff wishes to use the Welsh language, you must provide a simultaneous translation service from Welsh to English at the meeting (unless you conduct the meeting in Welsh without a translation service).	
119	Operational	When you inform a member of staff of a decision you have reached following a disciplinary process, you must do so in Welsh if that member of staff - (a) responded to allegations made against him or her in Welsh, (b) asked for a meeting regarding the disciplinary process to be conducted in Welsh, or (c) asked to use the Welsh language at a meeting regarding the disciplinary process.	30/03/2016
120	Operational	You must provide staff with computer software for checking spelling and grammar in Welsh, and provide Welsh language interfaces for software (where an interface exists).	30/03/2016
122	Operational	You must ensure that - (a) the text of the homepage of your intranet is available in Welsh, (b) any Welsh language text on your intranet's homepage (or, where relevant, your Welsh language intranet homepage) is fully functional, and (c) the Welsh language is treated no less favourably than the English language in relation to the homepage of your intranet.	01/04/2017
124	Operational	If you have a Welsh language page on your intranet that corresponds to an English language page, you must state clearly on the English language page that the page is also available in Welsh, and must provide a direct link to the Welsh language page on the	01/04/2017

		corresponding English language page.	
125	Operational	You must designate and maintain a page (or pages) on your intranet which provides services and support material to promote the Welsh language and to assist your staff to use the Welsh language.	30/03/2016
126	Operational	You must provide the interface and menus on your intranet pages in Welsh.	01/04/2017
127	Operational	You must assess the Welsh languages skills of your employees.	30/03/2016
128	Operational	You must provide training in Welsh in the following areas, if you provide such training in English - (a) recruitment and interviewing; (b) performance management; (c) complaints and disciplinary procedures; (ch) induction; (d) dealing with the public; and (dd) health and safety.	30/09/2016
129	Operational	You must provide training (in Welsh) on using Welsh effectively in - (a) meetings; (b) interviews; and (c) complaints and disciplinary procedures.	30/09/2016
130	Operational	You must provide opportunities during working hours - (a) for your employees to receive basic Welsh language lessons, and (b) for employees who manage others to receive training on using the Welsh language in their role as managers.	30/03/2016
131	Operational	You must provide opportunities for employees who have completed basic Welsh language training to receive further training free of charge, to develop their language skills.	30/03/2016
132	Operational	You must provide training courses so that your employees can	30/03/2016

		<p>develop -</p> <p>(a) awareness of the Welsh language (including awareness of its history and its role in Welsh culture);</p> <p>(b) an understanding of the duty to operate in accordance with the Welsh language standards;</p> <p>(c) an understanding of how the Welsh language can be used in the workplace.</p>	
133	Operational	When you provide information to new employees (for example by means of an induction process), you must provide information for the purpose of raising their awareness of the Welsh language.	30/03/2016
134	Operational	You must provide text or a logo for your staff to include in e-mail signatures which will enable them to indicate whether they speak Welsh fluently or whether they are learning the language.	30/03/2016
135	Operational	You must provide wording for your employees which will enable them to include a Welsh language version of their contact details in e-mail messages, and to provide a Welsh language version of any message which informs others that they are unavailable to respond to e-mail messages.	30/03/2016
136	Operational	<p>When you assess the requirements for a new or vacant post, you must assess the need for Welsh language skills, and categorise it as a post where one or more of the following apply -</p> <p>(a) Welsh language skills are essential;</p> <p>(b) Welsh language skills need to be learnt when appointed to the post;</p> <p>(c) Welsh language skills are desirable; or</p> <p>(ch) Welsh language skills are not necessary.</p>	30/03/2016
136A	Operational	If you have categorised a post as one where Welsh language skills are essential, desirable or need to be learnt you must -	30/03/2016

		(a) specify that when advertising the post, and (b) advertise the post in Welsh.	
137	Operational	When you advertise a post, you must state that applications may be submitted in Welsh, and that an application submitted in Welsh will not be treated less favourably than an application submitted in English.	30/03/2016
137A	Operational	If you publish - (a) application forms for posts; (b) material that explains your procedure for applying for posts; (c) information about your interview process, or about other assessment methods when applying for posts; (ch) job descriptions; you must publish them in Welsh; and you must ensure that the Welsh language versions of the documents are treated no less favourably than any English language versions of those documents.	30/03/2016
137B	Operational	You must not treat an application for a post made in Welsh less favourably than you treat an application made in English (including, amongst other matters, in relation to the closing date you set for receiving applications and in relation to any time-scale for informing individuals of decisions).	30/03/2016
139	Operational	You must ensure that your application forms for posts - (a) provide a space for individuals to indicate that they wish to use the Welsh language at an interview or at any other method of assessment, and (b) explain that you will provide a translation service from Welsh to English for that purpose if it is required; and, if the individual wishes to use the Welsh language at the interview or assessment, you must provide a simultaneous	30/03/2016

		translation service at the interview or assessment (unless you conduct the interview or assessment in Welsh without that translation service).	
140	Operational	When you inform an individual of your decision in relation to an application for a post, you must do so in Welsh if the application was made in Welsh.	30/03/2016
141	Operational	When you erect a new sign or renew a sign in your workplace (including temporary signs), any text displayed on the sign must be displayed in Welsh (whether on the same sign as the corresponding English language text or on a separate sign), and if the same text is displayed in Welsh and in English, you must not treat the Welsh language text less favourably than the English language text.	30/03/2016
142	Operational	When you erect a new sign or renew a sign in your workplace (including temporary signs) which conveys the same information in Welsh and in English, the Welsh language text must be positioned so that it is likely to be read first. You must comply with standard 142 in every circumstance, except: <ul style="list-style-type: none"> • temporary signs in an emergency (“Emergency” has the same meaning given to it in section 1 of the Civil Contingencies Act 2004)	01/04/2017
143	Operational	You must ensure that the Welsh language text on signs displayed in your workplace is accurate in terms of meaning and expression.	30/03/2016
144	Operational	When you make announcements in the workplace using audio equipment, that announcement must be made in Welsh, and if the announcement is made in Welsh and in English, the announcement	01/04/2017

		<p>must be made in Welsh first.</p> <p>Standard 144 must be complied with in all circumstances, except:</p> <ul style="list-style-type: none"> • making the announcement in Welsh during an emergency or emergency exercise. <p>(“Emergency” has the same meaning given to it in section 1 of the Civil Contingencies Act 2004)</p>	
145	Promotion	<p>You must produce, and publish on your website, a 5-year strategy that sets out how you propose to promote the Welsh language and to facilitate the use of the Welsh language more widely in your area; and the strategy must include (amongst other matters) -</p> <p>(a) a target (in terms of the percentage of speakers in your area) for increasing or maintaining the number of Welsh speakers in your area by the end of the 5 year period concerned, and</p> <p>(b) a statement setting out how you intend to reach that target; and you must review the strategy and publish a revised version on your website within 5 years of publishing a strategy (or of publishing a revised strategy).</p>	01/06/2017
146	Promotion	<p>Five years after publishing a strategy in accordance with standard 145 you must -</p> <p>(a) assess to what extent you have followed that strategy and have reached the target set by it, and</p> <p>(b) publish that assessment on your website, ensuring that it contains the following information -</p> <p>(i) the number of Welsh speakers in your area, and the age of those speakers;</p> <p>(ii) a list of the activities that you have arranged or funded during the</p>	30/09/2016

		previous 5 years in order to promote the use of the Welsh language.	
147	Record Keeping	You must keep a record, in relation to each financial year, of the number of complaints you receive relating to your compliance with standards.	30/03/2016
148	Record Keeping	You must keep a copy of any written complaint that you receive that relates to your compliance with the standards with which you are under a duty to comply.	30/03/2016
149	Record Keeping	You must keep a copy of any written complaint that you receive that relates to the Welsh language (whether or not that complaint relates to the standards with which you are under a duty to comply).	30/03/2016
150	Record Keeping	You must keep a record of the steps that you have taken in order to ensure compliance with the policy making standards with which you are under a duty to comply.	30/03/2016
151	Record Keeping	You must keep a record (following assessments of your employees' Welsh language skills made in accordance with standard 127), of the number of employees who have Welsh language skills at the end of each financial year and, where you have that information, you must keep a record of the skill level of those employees.	30/03/2016
152	Record Keeping	You must keep a record, for each financial year of - (a) the number of members of staff who attended training courses offered by you in Welsh (in accordance with standard 128), and (b) if a Welsh version of a course was offered by you in accordance with standard 128, the percentage of the total number of staff attending the course who attended that version.	30/09/2016
153	Record Keeping	You must keep a copy of every assessment that you carry out (in accordance with standard 136) in respect of the Welsh language skills that may be needed in relation to a new or vacant post.	30/03/2016

154	Record Keeping	You must keep a record, in relation to each financial year of the number of new and vacant posts which were categorised (in accordance with standard 136) as posts where - (a) Welsh language skills are essential; (b) Welsh language skills need to be learnt when appointed to the post; (c) Welsh language skills are desirable; or (ch) Welsh language skills are not necessary.	30/03/2016
155	Supplementary - Service Delivery	You must ensure that a document which records the service delivery standards with which you are under a duty to comply, and the extent to which you are under a duty to comply with those standards, is available - (a) on your website, and (b) in each of your offices that are open to the public.	30/03/2016
156	Supplementary - Service Delivery	You must - (a) ensure that you have a complaints procedure that deals with the following matters - (i) how you intend to deal with complaints relating to your compliance with the service delivery standards with which you are under a duty to comply, and (ii) how you will provide training for your staff in relation to dealing with those complaints, (b) publish a document that records that procedure on your website, and (c) ensure that a copy of that document is available in each of your offices that are open to the public.	30/03/2016
157	Supplementary - Service Delivery	You must - (a) ensure that you have arrangements for	30/03/2016

		<p>(i) overseeing the way you comply with the service delivery standards with which you are under a duty to comply,</p> <p>(ii) promoting the services that you offer in accordance with those standards, and</p> <p>(iii) facilitating the use of those services,</p> <p>(b) publish a document that records those arrangements on your website, and</p> <p>(c) ensure that a copy of that document is available in each of your offices that are open to the public.</p>	
158	Supplementary - Service Delivery	<p>(1) You must produce a report (an "annual report"), in Welsh, in relation to each financial year, which deals with the way in which you have complied with the service delivery standards with which you were under a duty to comply during that year.</p> <p>(2) The annual report must include the number of complaints that you received during that year which related to your compliance with the service delivery standards with which you were under a duty to comply.</p> <p>(3) You must publish the annual report no later than 30 June following the financial year to which the report relates.</p> <p>(4) You must publicise the fact that you have published an annual report.</p> <p>(5) You must ensure that a current copy of your annual report is available -</p> <p>(a) on your website, and</p> <p>(b) in each of your offices that are open to the public.</p>	30/03/2016
159	Supplementary - Service Delivery	You must publish a document on your website which explains how you intend to comply with the service delivery standards with which you are under a duty to comply.	30/03/2016

160	Supplementary - Service Delivery	You must provide any information requested by the Welsh Language Commissioner which relates to your compliance with the service delivery standards with which you are under a duty to comply.	30/03/2016
161	Supplementary - Policy Making	You must ensure that a document which records the policy making standards with which you are under a duty to comply, and the extent to which you are under a duty to comply with those standards, is available - (a) on your website, and (b) in each of your offices that are open to the public.	30/03/2016
162	Supplementary - Policy Making	You must - (a) ensure that you have a complaints procedure that deals with the following matters - (i) how you intend to deal with complaints relating to your compliance with the policy making standards with which you are under a duty to comply, and (ii) how you will provide training for your staff in relation to dealing with those complaints, (b) publish a document that records that procedure on your website, and (c) ensure that a copy of that document is available in each of your offices that are open to the public.	30/03/2016
163	Supplementary - Policy Making	You must - (a) ensure that you have arrangements for overseeing the way you comply with the policy making standards with which you are under a duty to comply, (b) publish a document that records those arrangements on your website, and (c) ensure that a copy of that document is available in each of your	30/03/2016

		offices that are open to the public.	
164	Supplementary - Policy Making	<p>(1) You must produce a report (an "annual report"), in Welsh, in relation to each financial year, which deals with the way in which you have complied with the policy making standards with which you were under a duty to comply during that year.</p> <p>(2) The annual report must include the number of complaints you received during the year which related to your compliance with the policy making standards with which you were under a duty to comply.</p> <p>(3) You must publish the annual report no later than 30 June following the financial year to which the report relates.</p> <p>(4) You must publicise the fact that you have published an annual report.</p> <p>(5) You must ensure that a current copy of your annual report is available -</p> <p>(a) on your website, and</p> <p>(b) in each of your offices that are open to the public.</p>	30/03/2016
165	Supplementary - Policy Making	You must publish a document on your website which explains how you intend to comply with the policy making standards with which you are under a duty to comply.	30/03/2016
166	Supplementary - Policy Making	You must provide any information requested by the Welsh Language Commissioner which relates to compliance with the policy making standards with which you are under a duty to comply.	30/03/2016
167	Supplementary - Operational	<p>You must ensure that a document which records the operational standards with which you are under a duty to comply, and the extent to which you are under a duty to comply with those standards, is available -</p> <p>(a) on your website, and</p> <p>(b) in each of your offices that are open to the public.</p>	30/03/2016

168	Supplementary - Operational	<p>You must -</p> <p>(a) ensure that you have a complaints procedure that deals with the following matters -</p> <p>(i) how you intend to deal with complaints relating to your compliance with the operational standards with which you are under a duty to comply, and</p> <p>(ii) how you will provide training for your staff in relation to dealing with those complaints, and</p> <p>(b) publish a document that records that procedure on your intranet.</p>	30/03/2016
169	Supplementary - Operational	<p>You must -</p> <p>(a) ensure that you have arrangements for</p> <p>(i) overseeing the way you comply with the operational standards with which you are under a duty to comply,</p> <p>(ii) promoting the services that you offer in accordance with those standards, and</p> <p>(iii) facilitate the use of those services, and</p> <p>(b) publish document that records that procedure on your intranet.</p>	30/03/2016
170	Supplementary - Operational	<p>(1) You must produce a report (an "annual report"), in Welsh, in relation to each financial year, which deals with the way in which you have complied with the operational standards with which you were under a duty to comply during that year.</p> <p>(2) The annual report must include the following information (where relevant, to the extent you are under a duty to comply with the standards referred to) -</p> <p>(a) the number of employees who have Welsh language skills at the end of the year in question (on the basis of the records you kept in accordance with standard 151);</p> <p>(b) the number of members of staff who attended training courses</p>	30/03/2016

		<p>you offered in Welsh during the year (on the basis of the records you kept in accordance with standard 152);</p> <p>(c) if a Welsh version of a course was offered by you during that year, the percentage of the total number of staff attending the course who attended the Welsh version (on the basis of the records you kept in accordance with standard 152);</p> <p>(ch) the number of new and vacant posts that you advertised during the year which were categorised as posts where -</p> <p>(i) Welsh language skills were essential,</p> <p>(ii) Welsh language skills needed to be learnt when appointed to the post,</p> <p>(iii) Welsh language skills were desirable, or</p> <p>(iv) Welsh language skills were not necessary, (on the basis of the records you kept in accordance with standard 154);</p> <p>(d) the number of complaints that you received during that year which related to your compliance with the operational standards with which you were under a duty to comply.</p> <p>(3) You must publish the annual report no later than 30 June following the financial year to which the report relates.</p> <p>(4) You must publicise the fact that you have published an annual report.</p> <p>(5) You must ensure that a current copy of your annual report is available -</p> <p>(a) on your website, and</p> <p>(b) in each of your offices that are open to the public.</p>	
171	Supplementary - Operational	You must publish a document on your website which explains how you intend to comply with the operational standards with which you are under a duty to comply.	30/03/2016

172	Supplementary - Operational	You must provide any information requested by the Welsh Language Commissioner which relates to compliance with which you are under a duty to comply.	30/03/2016
173	Supplementary - Promotion	You must ensure that a document which records the promotion standards with which you are under a duty to comply, and the extent to which you are under a duty to comply with those standards, is available - (a) on your website, and (b) in each of your offices that are open to the public.	30/09/2016
174	Supplementary - Promotion	You must provide any information requested by the Welsh Language Commissioner which relates to compliance with the promotion standards with which you are under a duty to comply.	30/09/2016
175	Supplementary - Record Keeping	You must ensure that a document which records the record keeping standards with which you are under a duty to comply, and the extent to which you are under a duty to comply with those standards, is available - (a) on your website, and (b) in each of your offices that are open to the public.	30/03/2016
176	Supplementary - Record Keeping	You must provide any records you kept in accordance with the record keeping standards with which you are under a duty to comply to the Welsh Language Commissioner, if the Commissioner asks for those records.	30/03/2016

Meri Huws

Meri Huws
Welsh Language Commissioner

Date: 30/09/2015

Appendix 2

Variations to Standards agreed with Welsh Language Commissioner

Standard number	Standard	Variation agreed
21	When you telephone an individual ("A") for the first time you must ask A whether A wishes to receive telephone calls from you in Welsh, and if A responds to say that A wishes to receive telephone calls in Welsh you must keep a record of that wish, and conduct telephone calls made to A from then onwards in Welsh.	This Standard only applies to Housing Social Services Benefits Streetscene Contact Centres Implementation date deferred until 01.05.2017
27	If you invite more than one person to a meeting (which does not relate to the well-being of one or more of the individuals invited), you must ask each person whether they wish to use the Welsh language at the meeting.	Implementation date deferred until 01.05.2017
27A	If you have invited more than one person to a meeting (which does not relate to the well-being of one or more of the individuals invited), and at least 10% (but less than 100%) of the persons invited have informed you that they wish to use the Welsh language at the meeting, you must arrange for a simultaneous translation service from Welsh to English to be available at the meeting.	Implementation date deferred until 1.05.2017
27D	If you have invited more than one person to a meeting (which does not relate to	Implementation date

	the well-being of one or more of the individuals invited), and all of the persons invited have informed you that they wish to use the Welsh language at the meeting, you must arrange for a simultaneous translation service from Welsh to English to be available at the meeting (unless you conduct the meeting in Welsh without the assistance of a translation service).	deferred until 01.05.2017
41	If you produce the following documents you must produce them in Welsh - (a) agendas, minutes and other papers that are available to the public, which relate to management board or cabinet meetings; (b) agendas, minutes and other papers for meetings, conferences or seminars that are open to the public.	Implementation date deferred. Agreed that agendas and minutes for Committee meetings need to be translated
62	When you erect a new sign or renew a sign (including temporary signs) which conveys the same information in Welsh and in English, the Welsh language text must be positioned so that it is likely to be read first.	Implementation date deferred. Agreed does not apply to signs in an emergency
122	You must ensure that - (a) the text of the homepage of your intranet is available in Welsh, (b) any Welsh language text on your intranet's homepage (or, where relevant, your Welsh language intranet homepage) is fully functional, and (c) the Welsh language is treated no less favourably than the English language in relation to the homepage of your intranet	Implementation date deferred until 01.04.2017
124	If you have a Welsh language page on your intranet that corresponds to an English language page, you must state clearly on the English language page that the page is also available in Welsh, and must provide a direct link to the Welsh language page on the	Implementation date deferred until 01.04.2017
126	You must provide the interface and menus on your intranet pages in Welsh.	Implementation date deferred until 01.04.2017
142	When you erect a new sign or renew a sign in your workplace (including	Agreed deferred

	temporary signs) which conveys the same information in Welsh and in English, the Welsh language text must be positioned so that it is likely to be read first	implementation date and does not apply in the case of an emergency
144	When you make announcements in the workplace using audio equipment, that announcement must be made in Welsh, and if the announcement is made in Welsh and in English, the announcement must be made in Welsh first.	Agreed deferred implementation date and English to be announced first in the case of an emergency.
145	You must produce, and publish on your website, a 5-year strategy that sets out how you propose to promote the Welsh language and to facilitate the use of the Welsh language more widely in your area; and the strategy must include (amongst other matters) - (a) a target (in terms of the percentage of speakers in your area) for increasing or maintaining the number of Welsh speakers in your area by the end of the 5 year period concerned, and (b) a statement setting out how you intend to reach that target; and you must review the strategy and publish a revised version on your website within 5 years of publishing a strategy (or of publishing a revised strategy).	Agreed to defer implementation date

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CABINET

Date of Meeting	Tuesday, 14 February 2017
Report Subject	Digital Strategy
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Officer (Governance)
Type of Report	Strategic

EXECUTIVE SUMMARY

The proposed digital strategy is a replacement for the council's existing IT strategy. However, it takes a different approach to the strategy it replaces and seeks to encompass all of the council's strategic aspirations for the IT service, the council and the whole of the county. To that end it includes strategic objectives relating to issues such as economic development and community development alongside objectives on IT service delivery.

The digital strategy is structured around the following 6 themes:

- | | |
|-----------------------------------|---------------------------|
| 1. Digital customer | 4. Digital partnership |
| 2. Digital workforce | 5. Information management |
| 3. Digital business and community | 6. Digital delivery |

Each theme lists high level actions to be achieved by the end of the strategy that will be supported by an annual action plan giving more details and precise timescales. Examples of the high level actions include:

1. seeking to improve broadband speeds within the county
2. working with the 3rd sector and other partners to improve digital literacy within the community and small businesses
3. moving to digital services as the first/primary means of providing as many council services as possible

It is proposed that the high level actions will be co-ordinated and monitored day to day through an officer project board. Reporting and accountability for actions in the strategy will be undertaken through the CAMMS system and the Organisational Change Overview and Scrutiny Committee (OSC).

A workshop open to all members was held on 16 December 2016. It was also considered by Corporate Resources OSC on 12 January 2017. Both broadly supported the approach proposed within the strategy, and gave helpful feedback on the critical factors needed to ensure a successful implementation.

RECOMMENDATIONS

1	That Cabinet adopt the proposed digital strategy.
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REPORT DETAILS

1.00	EXPLAINING THE PROPOSED NEW DIGITAL STRATEGY
1.01	The Council's current IT strategy has expired. As well as being fundamental to the delivery of many council services, helping and ensuring that others have sufficient skills and access to IT is an important element in ensuring the future prosperity of the county. For this reason it is proposed that the IT strategy (which talked largely about the IT Service's role in delivering the council's aspirations for transformation) be replaced by a digital strategy that contains all of the council's strategic objectives around digital technology. The strategy therefore contains objectives around economic development, education and community working.
1.02	<p>The proposed strategy which is attached at Appendix 1 is divided into the 6 themes below which reflect the different aspects of digital technology that will need to be developed in order to help achieve the council's Improvement Plan Objectives. They have been developed in conjunction with the Customer Services Strategy through detailed consultation with key officers across all the portfolios.</p> <ul style="list-style-type: none"> i. Digital customer – empowering customers to access the services and information they need on line ii. Digital workforce – equipping our workforce with the right tools and skills required to deliver “digital first” services iii. Digital business and community – encouraging the development of an effective digital infrastructure to maximise the opportunities that “digital” offers to business, communities and learning centres iv. Digital partnership – digital technology to enable the council to work in partnership across local government, the wider public sector and the private sector to deliver improved services and drive change v. Information management - a key foundation for ensuring the success and sustainability of digital developments vi. Digital delivery – enables the provision of resilient, robust and cost effective IT infrastructure and systems to underpin service delivery and facilitate organisational change.
1.03	Each of the themes contains a short statement of the council's aspiration, the supporting principles and a list of high levels actions that will support the delivery of that aspiration. An annual action plan will be prepared to ensure that the high level actions are successfully implemented.
1.04	Some of the proposed high level actions will have a wide ranging impact upon the council. Perhaps the most significant of these is the “digital first” approach to service delivery i.e. the assumption that as many services and as much information as possible should be delivered digitally. It proposes that digital should be promoted as the primary route of access for the

	majority of council services. This will make it easier for residents to access services or information at a time that is convenient for them rather than requiring them to ring or attend the council during office hours.
1.05	Evidence from other councils shows that the digital first approach can save the council money, improve accessibility of services for the majority of residents and free up resource to improve services for those who are not able to access the internet. Even where services are not able to be delivered virtually (e.g. pest control or bulky waste collections) in many cases it will still be possible to generate efficiencies through online booking, payments or the provision of enhanced levels of information.
1.06	<p>The workshop before Christmas sought members' views, amongst other things, on:</p> <p>i) which should be the first or key services to deliver digitally – reporting issues such as noisy neighbours, dog fouling, potholes and street lighting</p> <p>ii) what the critical success factors will be - updates for residents once a matter has been reported including a timeline for when the issue will be fixed, being able to track the progress of reported issues, ease of use and confidence in the technology.</p> <p>In addition members sought reassurance that the delivery of more services digitally would not result in segments of the population being excluded. Experience from other councils shows that digital delivery will free up resources that can actually improve services for those who might otherwise be at risk of exclusion.</p>
1.07	<p>Corporate Resources OSC considered the strategy at its meeting on 12 January. Its comments are below:</p> <ul style="list-style-type: none"> • The Cabinet Member for Corporate Management and Chief Officer (Governance) presented the report, assisted in points of detail by Katie Clubb and Rebecca Jones from Community & Enterprise. • The report followed on from the Digital Strategy Member workshop which had been held on 16th December. • There had already been positive press coverage of the Strategy, which effectively provides 24 hour access to a range of council services through the website. • 89% of the adult population have access to the internet, with 82% of those using it on a daily basis. • The Digital Strategy builds on, but is much larger than the ICT Strategy and involves a range of staff from across the portfolios. The Chief Officer (Governance) would remain as the lead, but it had been suggested in the report that scrutiny responsibility should be assigned to the Organisational Change OSC. This was not supported, hence the second part of the resolution, in response to assurance from the Leader and Chief Executive that responsibility would remain with the Corporate Resources OSC under its current terms of reference.

	<ul style="list-style-type: none"> • There were a number of concerns about the 'digital first' service and the importance of not excluding those unable or unwilling to access services online - before officers responded with the explanation that increased access to Council services through the Internet would release staff capacity to deal on a face to face basis, predominantly through the Connects offices, with those who do not wish to engage via /have not got access to the Internet. • Members acknowledged the help with online services given by Flintshire Connects and also stressed the importance of customer feedback. • The Council's commitment to providing services through the Connects offices was reaffirmed. • It was recognised that the effectiveness of the Digital Strategy was partially dependent on the availability of Broadband. It was agreed to invite Alwen Williams the regional BT Director to attend a meeting of the committee and provide an update on the roll out of Broadband etc within the county. • There were a number of concerns about IT security but Members were satisfied with the assurances given by the Chief Officer.
1.08	The extent to which the council can transform its services will need to be explored with every service (though again we can draw on examples from other councils). There will therefore need to be an exercise to establish the full potential scope for this aim. As part of that scoping exercise the resource requirements will also need to be established before the cost/benefit can be analysed.
1.09	The strategy will be supported by a detailed action plan that breaks down the high level actions into specific tasks and deadlines. Those actions will feature in service plans and can be the responsibility of middle ranking and aspiring managers as part of the Flintshire Academi. There is a need though for complete oversight and prioritisation and it is proposed that the customer services project board should fulfil this role.
1.10	Progress against the strategy will be recorded on the CAMMS system and will be reported to both Cabinet and Scrutiny. The strategy will be a key driver for changing the way the council delivers services, and so it falls within the remit of the Organisational Change OSC. Rather than report issues to 2 committees it is suggested that Organisational Change OSC should take lead responsibility.

2.00	RESOURCE IMPLICATIONS
2.01	This strategy will require capital investment to maintain the current level of IT and a 5 year cost estimate has been submitted as part of the capital programme. The capital investment needed for objectives such as digital first is not yet clear and will only become known as the extent of any programme of changes becomes clear. As mentioned at 1.07 the

	cost/benefit of each change will need to be assessed prior to commencement and the decision whether or not to proceed taken based on available resource and relative priorities at the time.
2.02	There is sufficient employee resource for the bulk of the objectives, though again the demands of going digital first are not known. It is clear however that the capacity to undertake large scale change has been reduced within the organisation (especially the IT Service) and so larger projects will need to be specifically resourced if they are to be able to proceed. Another such example is the move to Wales Community Care Information System (WCCIS) which, due to its sheer scale, will need specific resource allocated to it.
2.03	The annual action plan will feed into the corporate resources strategy in order to build a clear strategic picture of demand versus capacity. That in turn can then be debated at the programme boards within the council and appropriate resource allocations made at the time.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The proposed strategy has been prepared jointly by the IT Service and Customer Services. It has been the subject of internal consultation with officers across all portfolios.
3.02	All member workshop 16 th December 2016 and Corporate Resources OSC on 12 January 2017.

4.00	RISK MANAGEMENT
4.01	Implementing the strategy should help to increase the accessibility of services and to reduce inequality. Many of the high level actions (particularly within the Information Governance and Digital Delivery themes) are targeted at reducing or preventing risk
4.02	The strategy itself has been subjected to an Equality Impact Assessment. Changes to services (especially as part of digital first) will need to be assessed for equalities and impact on future generations as part of the scoping exercise

5.00	APPENDICES
5.01	Appendix 1 – Proposed Digital Strategy.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Current IT Strategy.

	Contact Officer: Gareth Owens, Chief Officer Governance Telephone: 01352 702344 E-mail: Gareth.legal@flintshire.gov.uk
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7.00	GLOSSARY OF TERMS
	None.

Digital Flintshire

Supporting a Modern &
Efficient Council



2017 - 2022

Introduction

Since the development of the Council's previous IT Strategy, rapid developments in technologies have transformed the way that many people live their lives. This ranges from how they purchase goods and services to how they communicate with others. The public sector has also seen significant change against a backdrop of unprecedented financial challenges with little indication of this position changing within the lifetime of this Strategy. The future landscape for Local Government within Wales still remains uncertain which can make planning for long term investment in technology difficult. In the face of these challenges, there are many examples of councils using technology to deliver business efficiencies whilst improving services to customers.

Within Flintshire, we have embraced technology to deliver changes in; procurement through the introduction of an e-Procurement solution, human resources through introduction of manager and employee self-service; housing maintenance through introduction of mobile working; school admissions through development of online application for school admission; customer contact through development and implementation of a fully responsive website, Customer Relationship Management (CRM) system, contact centre telephony and a corporate mobile APP. We have almost 2000 employees able to work in an agile way with secure access to technology from locations of their choice. This has supported the Council's Asset Management Strategy enabling the reduction of office space across the Council. These examples represent just a few of the areas where

technology has been used to support improved business efficiency and customer service.



Within the IT service, we have realigned resources and investment to better meet the Council's priorities, the changing shape of the organisation and the compliance requirements surrounding information management and security.

Increased use of technology has also seen a growth in cybercrime. Balancing the needs of the Council to deliver flexible and reliable services to our customers whilst also ensuring the security and integrity of our digital infrastructure and information presents an increasing challenge.

It is clear that technology has, and will continue to play a significant role in the way that the council develops and delivers services and that it will make a major contribution to the council's priority to deliver a 'Modern & Efficient Council'.

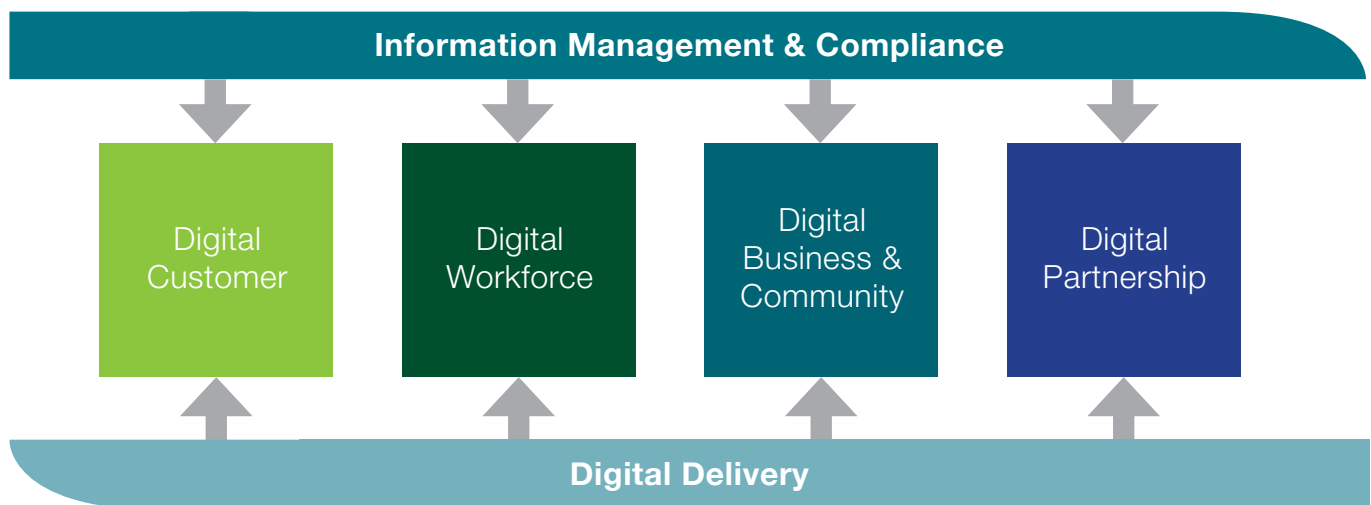
This Strategy will outline how Digital Information and Technology will be used to support the Council's Improvement Priorities and strategic plans over the next five years. A separate Information Management Strategy will also be developed to complement it.

Digital Flintshire: The Vision

This digital strategy sets out how the Council will embrace the opportunities that technologies offer for effective service delivery in an agile, mobile and responsive way. in *Supporting a Modern & Efficient Council* by:



- Using technology to offer customers increased flexibility in when and how they access our services
- Providing and promoting accessible and inclusive transactional services and information online
- Enabling our workforce to work smarter with the necessary skills and technologies to support
- Supporting our customers and communities in the use of, and access to digital technology to ensure that they can take advantage of all of the benefits it may offer them
- Working with and supporting our businesses to maximize opportunities that digital technology offers
- Using digital technology to work and collaborate with our partners efficiently and securely, including the effective sharing and use of data
- Ensuring that we treat Information as a key corporate asset ensuring it is compliant, accurate, relevant and secure so that we can use it to design and deliver more effective and efficient services
- Delivering a secure, reliable, resilient and cost effective digital infrastructure that is responsive to the needs of the council and its customers



Digital Customer

“Empowering customers to access the services and information they need online”

Principles:

- Continue to move transactional services to more effective and efficient digital channels by maximising self service
- Providing services and information online to customers in a user-friendly way
- Ensuring customers have the digital skills to access services and information online
- Delivering accessible, inclusive services and supporting customers to adopt digital services
- Providing choice of contact method whilst balancing efficiency with service quality
- Ensuring that customer needs and service efficiency are at the core of solutions development and implementation
- Delivering secure digital solutions so that customers trust us to protect their information



High Level Actions to Support Delivery:

No.	Action
1	Continued development of CRM to enable single view of the customer
2	Development of customer self-service facilities on the Council's website
3	Effective signposting to information and online resources on the Council's website
4	Working with services to ensure a "Digital First" approach to service delivery
5	Continue to move transactional services to more effective and efficient digital channels by maximizing self-service
6	Working with local training providers, partners and 3rd sector to identify and deliver effective customer training to ensure take up of digital services and support Digital Inclusion
7	Identify further opportunities for use of social media to support service delivery

Digital Workforce

“Equipping our workforce with the right tools and skills required to deliver ‘digital first’ services”

Principles:

- Employees will have the digital tools and skills required to deliver services effectively and efficiently
- Providing employees access to the information they need when and where they need it
- Equipping employees with the technology they need to deliver high performing services
- Supporting employees to adopt digital change
- Accelerating the move to digital only delivery where possible
- Designing new services ‘digitally by default’



High Level Actions to Support Delivery:

No.	Action
1	Continued implementation and development of agile and mobile technologies to enable employees to access business systems and information from any location
2	Development of mobile working to support service delivery
3	Implementation of collaboration and document management technologies
4	Appropriate workforce training to support use of digital technologies and systems
5	Implementation of technologies to support agile and mobile working
6	Extended provision of wireless in Council buildings
7	E-learning - Development of e-learning modules to support workforce development in use of new and existing technologies and to promote compliance with information management legislation
8	Implementation of a new intranet with ability for whole workforce access
9	Continued development and rollout of self-service systems across workforce and schools e.g. HR and Payroll

Digital Business & Community

“Encouraging the development of an effective digital infrastructure to maximize the opportunities that ‘digital’ offers to business, communities and learning centres”

Principles:

- Working with technology providers to ensure the best possible digital infrastructure and services are made available to Flintshire’s businesses and communities
- Supporting business growth in Flintshire regardless of location
- Supporting strong local economies and sustainable communities
- Working with partners to ensure businesses and communities have the knowledge and skills to embrace digital opportunities
- Providing information to support our young people using channels that they are most familiar with
- Providing all schools with an effective digital infrastructure to support their delivery of core education services
- Providing a platform for the delivery of the Digital Competency Framework to ensure all learners develop the appropriate skills to engage in the digital world

High Level Actions to Support Delivery:

No.	Action
1	Provision and support of digital services to schools through the Council’s new service delivery model for Schools IT support
2	Provision of training and support for school staff in delivering the Digital Competency Framework through access to Digital Leaders and the Regional Schools Improvement Service (GwE)
3	Modernising public IT facilities in community settings including Libraries, Connects etc.
4	Support communities in the development and implementation of town based wireless schemes
5	Lobbying telecommunication providers and Welsh Government to improve broadband coverage and speed
6	Work with the 3rd sector and other partners to identify opportunities to improve digital literacy within communities and small businesses
7	Provision of appropriate training for the Integrated Youth Provision Service (IYP) to ensure that they are able to take full advantage of modern communication channels and emerging technology to communicate and work with young people.

Digital Partnership

“Digital technology will enable the Council to work in partnership across local government, the wider public sector and the private sector to deliver improved services and drive change”

Principles:

- Developing digital services with partners to deliver more joined up, customer centric services
- Working with partners to develop and procure established technology ensuring best value for money
- Exploring opportunities for alternative service delivery models with other public and private sector organisations
- Simple and secure information sharing with partners
- Embracing technologies which support and enable collaborative service delivery such as cloud, open systems



High Level Actions to Support Delivery:

No.	Action
1	Enable the secure exchange of information with our partners
2	Working with partners to simplify the approach to identify management
3	Promotion of collaboration on regional and national projects e.g: <ul style="list-style-type: none"> • North Wales/All Wales Public Services Directory • Welsh Community Care Information System (WCCIS) • All Wales Library Management System • North Wales Legal Case Management System • Capita ONE Hosted service • North Wales Councils Regional Emergency Planning Service • Procurement

Information Management

“Information Management is a key foundation for ensuring the success and sustainability of digital developments”

Principles:

- Treating information as a key corporate asset to support improved decision making and resource allocation
- Driving out duplication and inconsistency in our customer, property and business data to reduce waste and have confidence in accuracy of information
- Ensuring that we actively monitor compliance with our legal obligations under Information and Records Management and Technology legislation, regulations, statutory guidance, accreditations and standards including; Data Protection Act 1998, Freedom of Information Act 2000, Environmental Information Regulations 2004, Re-Use of Public Sector Information Regulations 2015 and Public Sector Network Accreditation
- Ensuring compliance with security and information standards to support data exchange with other relevant partners
- Proactively addressing the risks posed by evolving cyber threats and investing in appropriate detection and prevention solutions

High Level Actions to Support Delivery:

No.	Action
1	Development and delivery of an information management strategy
2	Development and implementation of Infrastructure and Information Security technologies <ul style="list-style-type: none"> • Secure email • Event and log management • Unified Threat Management
3	Evaluation of requirements of new General Data Protection Regulations and implementation of processes and procedures to ensure compliance
4	Review and development of Information Security Policies
5	Development of systems and policies to support compliance with our legal obligations under Information and Records Management and Technology legislation, regulations, statutory guidance, accreditations and standards including; Data Protection Act 1998, Freedom of Information Act 2000, Environmental Information Regulations 2004, Re-Use of Public Sector Information Regulations 2015 and Public Sector Network Accreditation.
6	Consider ways of reducing both the physical and financial burden of storage on the Council whilst ensuring compliance
7	Use of technology to reduce duplication of data, to enable more efficient management of core council data and to help reduce the storage burden e.g. Electronic Document Management (EDM)
8	Maximise the potential that information offers in improving efficiency, resource planning and reducing failure demand by using data visualisation tools such as Geographical Information Systems (GIS)

Digital Delivery

“Digital Delivery enables the provision of resilient, robust and cost effective IT infrastructure and systems to underpin service delivery and facilitate organisational change”

Principles:

- Delivering reliable, secure and resilient IT infrastructure and systems to ensure continuity of service provision
- Improved governance to ensure that investment in technology is aligned with the priorities for the organisation
- Achieving best value from investments made in existing infrastructure by ensuring compliance with industry best practice
- Harnessing new and emerging technologies where they can deliver increased efficiency and improved service delivery
- Reducing the number of business systems and improving integration in order to standardise and simplify business processes

High Level Actions to Support Delivery:

No.	Action
1	Technology Roadmap (refresh of Technology Blueprint)
2	Development of improved governance arrangements
3	Facilitate the use of Welsh language through technology
4	Improved capacity management within the service
5	Effective prioritisation across the Council to ensure that resources are targeted to delivering solutions effectively and appropriately
6	Support for Asset rationalisation programme
7	To ensure that we have a clear picture of all the corporate IT assets, their value, relevant contract and license information and warranty and replacement schedules. This will ensure both license compliance as we as assisting with financial asset management planning.
8	Implement Enterprise Unified Communications: <ul style="list-style-type: none"> • Microsoft Exchange • Skype for business • Integrated technology
9	Consolidation of Business Systems: <ul style="list-style-type: none"> • Removal of Lotus Notes • Review of business systems to ensure we are getting best value from investments in 3rd part software • Rationalisation of systems to see if we can reduce the number of business systems with the potential to make efficiencies from licence reduction and system management overheads
10	Implementation of Financial System to support Alternative Delivery Models (ADM's)
11	Review of Masterpiece financial system
12	Evaluation and implementation of cloud technologies; <ul style="list-style-type: none"> • Microsoft Office 365 • Microsoft Azure

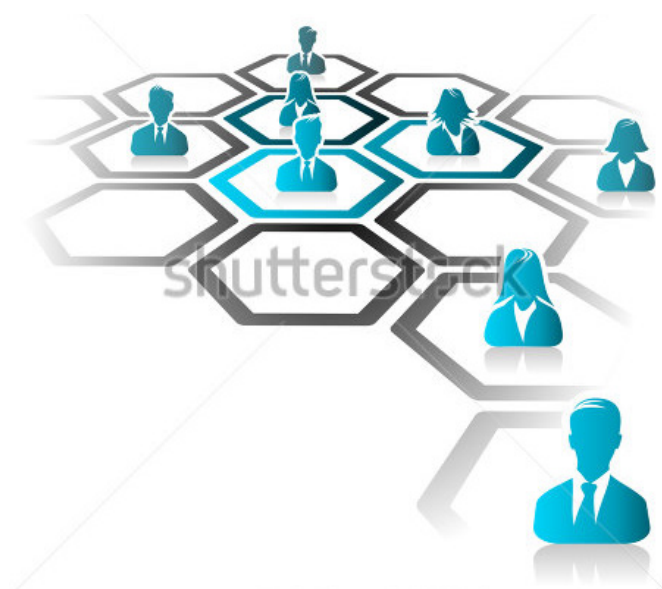
Governance Arrangements

There needs to be a mechanism to oversee and ensure the effective delivery of the Digital Strategy. This will be achieved through setting up a specific project board. The benefit of a specific board will be that it provides a mechanism to resolve any resource, capacity and prioritisation issues which could occur across the range of priorities and actions to be delivered.

- The Digital Strategy will be included in the Improvement Plan for the council and the Board will therefore be required to report on progress through the appropriate channels.
- Any bids for resources to deliver actions which support the delivery of the Strategy will also need to be approved by the Board following the development of a business case.
- The Board will be responsible for securing organisational acceptance of the risks associated with selected priority and ensure that they are managed appropriately through identified mitigation.

Delivery

- Each priority within the Strategy should be led by a senior manager supported by an IT Business Partner. Allocation of priority lead officers will be undertaken at the Flintshire Management Academy.
- The lead officers will sit on the Project Board in order to report progress against their particular priority.
- The lead officers will be responsible for prioritising work and will be supported by officers and partners with the appropriate knowledge and skills.





CABINET

Date of Meeting	14 th February 2017
Report Subject	Trade Union (Wales) Bill
Cabinet Member	Leader of the Council and Cabinet Member for Corporate Management
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Welsh Government has published a piece of draft legislation called the Trade Union (Wales) Bill. The purpose of the Bill is to dis-apply certain of the provisions of the Trade Union Act 2016, which was passed by the UK Government, in Wales.

The Equalities, Local Government and Communities Committee of the National Assembly for Wales is scrutinising the Bill and has invited responses to its call for evidence.

RECOMMENDATION

1.	Cabinet is invited to make a response to the consultation.
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REPORT DETAILS

1.00	THE TRADE UNION (WALES) BILL
1.01	The Trade Union Act 2016 introduced a number of controls on trade union activities within public sector employing bodies. The Act is a controversial piece of legislation. The Welsh Government has published the Trade Union (Wales) Bill which proposes to dis-apply certain of the provisions of the Act in Wales, in the interests of 'the continued and effective delivery of public services', specifically:- the 40% ballot threshold for industrial action to be legitimate where key public services would be affected; restrictions on facilities agreements (agreements between public sector employers and recognised trade unions for employees to be released for trade union duties in work time); restrictions on the ability of employers to deduct trade union subscriptions from their salary at source.
1.02	The call for evidence closes on 17 February. The trade unions can be expected to be enthusiastic supporters of the Bill and its intentions.
	THE COUNCIL RELATIONSHIP WITH TRADE UNIONS
1.03	The Council has a long history of mutual co-operation and effective working with the trade unions. The principal recognised unions in Flintshire (public services trade unions with members in our employment) are GMB, UNISON and UNITE, and the teaching trade unions. The only industrial action taken within Flintshire in recent years has been participation in national actions over pay and conditions of employment. There is no recent history of local industrial disputes which have been escalated to industrial action. Therefore, the need to impose thresholds for trade union member participation in ballots has not been tested locally.
1.04	The Council has a local Trade Union Procedural and Facilities Agreement with the recognised trade unions. This Agreement has recently been reviewed and updated. The Agreement provides clarity over the types of roles undertaken by the trade unions - for example Union Learning Representatives (ULRs) and Health & Safety Representatives - and steps for approving reasonable time allowances for trade union related duties. Without a Facilities Agreement it would be difficult to make sufficient provision for employees to act in trade union capacities or indeed to regulate the number of trade union officials and their total working hours on their trade union duties. Trade unions are recognised by law and play an invaluable role in negotiating changes to the terms of employment, such as the local Single Status Agreement, and in advising the workforce in times of planned organisational change such as the recent agreement to move to a Leisure, Libraries and Museums employee mutual. Employees are also entitled to trade union representation in disciplinary and other cases, and when placed at the risk of redundancy during times of service review and change. Facilities Agreements should be flexible, subject to local agreement, and are best based on recommended practice without requiring the imposition of law. The Council promotes access to trade union membership for its employees as it is in their interests to have access to advice, support and representation should they so wish.

1.05	The Council provides the facility for employees to pay their trade unions subscriptions through their salary. This is convenient for the employee and the trade unions and generates a transaction handling income for the Council as the employer. This is a beneficial business arrangement for all three parties. There is no practical reason to discontinue with the arrangement.
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2.00	RESOURCE IMPLICATIONS
2.01	None directly as the Bill, if enacted, would reinforce the status quo.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None.

4.00	RISK MANAGEMENT
4.01	None at this early stage.

5.00	APPENDICES
5.01	Appendix 1 – Final Consultation letter on Trade Unions

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	Recognised Trade Unions: trade unions which have members who are employees of the employing body. Facilities Agreement: an agreement between public sector employers and recognised trade unions for employees to be released for trade union duties in work time.

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Equality, Local Government and Communities
Committee
National Assembly for Wales
Cardiff Bay
Cardiff
CF99 1NA

17 January 2017

Dear Colleague

Consultation on the Trade Union (Wales) Bill

The Equality, Local Government and Communities Committee is undertaking an inquiry into the general principles of the [Trade Union \(Wales\) Bill](#). Further details about the Bill and the accompanying [Explanatory Memorandum](#) can be found on the [Bill page](#).

Terms of reference

The Committee's terms of reference for its inquiry are:

To consider —

1. the general principles of the Trade Union (Wales) Bill and the need for legislation to ensure the continued and effective delivery of public services by dis-applying certain provisions of the UK Government's Trade Union Act 2016 as they apply to devolved Welsh authorities. The provisions to be dis-applied are as follows:
 - the 40% ballot threshold for industrial action affecting important public services,



- powers to require the publication of information on facility time and to impose requirements on public sector employers in relation to paid facility time, and
 - restrictions on deduction of union subscriptions from wages by employers;
2. any potential barriers to the implementation of the Bill's provisions and whether the Bill takes account of them;
 3. whether there are any unintended consequences arising from the Bill; and
 4. the financial implications of the Bill (as set out in Part 2 of the Explanatory Memorandum).

Invitation to contribute to the inquiry

The Committee would like to invite you to submit written evidence to assist in its consideration of the Bill. It would be helpful if you could use the above terms of reference to frame your response.

Submissions should arrive by Friday 17 February 2017.

If you wish to submit evidence, please send an electronic copy of your submission to: SeneddCommunities@assembly.wales

Guidance

Submissions should be no longer than five sides of A4, with numbered paragraphs, and should focus on the terms of reference.

If you are responding on behalf of an organisation, please provide a brief description of the role of your organisation.

Please see the [guidance for those providing evidence for committees](#).

Bilingual Policy

The Committee welcomes contributions in both or either of our official languages, English and Welsh. Information not submitted bilingually will not be translated and will be published in the language of submission only. We expect



organisations to implement their own standards and schemes and to comply with their statutory obligations.

Disclosure of Information

You can find further details about how we will use your information at www.assembly.wales/InquiryPrivacy. Please ensure that you have considered these details carefully before submitting information to the Committee.

Contact details

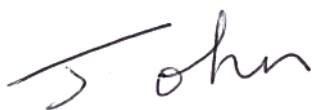
If you wish to speak to someone regarding this consultation, please use the following contact details:

Committee Clerk
Equality, Local Government and Communities Committee
National Assembly for Wales
Cardiff Bay, CF99 1NA.

Email: SeneddCommunities@assembly.wales

Telephone: 0300 200 6565

Yours sincerely,



John Griffiths AM

Chair, Equality, Local Government and Communities Committee



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CABINET

Date of Meeting	Tuesday 14 th February 2017
Report Subject	Capital Programme 2016/17 (Month 9)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report By	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2016/17 since Month 6 to the end of Month 9 (December 2016), along with expenditure to date and projected outturn.

The Capital Programme has increased by £0.573 in the period, due to:-

- Introduction of additional Welsh Government grant funding for Private Sector Renewal (£0.175m)
- Vibrant & Viable Places (VVP) additional grant funding from Welsh Government (£0.100m)
- Introduction of Section 106 Funding Play Area Equipment (£0.120m)
- Other Aggregate Increases (£0.178m)

Actual expenditure to Month 9 is £43.277m.

The projected outturn is £60.224m, an underspend of £0.896m.

Resources available for funding future capital expenditure are currently £3.873m, all of which has been allocated to fund capital schemes in 2017/18 onwards as part of setting next year's capital programme.

RECOMMENDATIONS

(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the rollover adjustments set out at 1.12.

REPORT DETAILS

1.00	EXPLAINING THE CAPITAL PROGRAMME MONITORING POSITION FOR MONTH 9 - 2016/17																																																																																																																					
1.01	<p>Background</p> <p>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 16th February, 2016.</p>																																																																																																																					
1.02	<p>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.</p>																																																																																																																					
1.03	<p>Changes since Budget approval</p> <p>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:-</p> <p>Table 1</p> <table border="1" data-bbox="320 958 1382 1585"> <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 £m</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>0.000</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>(0.195)</td> <td>0.153</td> </tr> <tr> <td>Governance</td> <td>0</td> <td>0.249</td> <td>0.590</td> <td>0</td> <td>0</td> <td>0</td> <td>0.839</td> </tr> <tr> <td>Education & Youth</td> <td>13.887</td> <td>1.044</td> <td>0</td> <td>(0.016)</td> <td>0</td> <td>0.053</td> <td>14.992</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>1.170</td> <td>0</td> <td>0</td> <td>0.285</td> <td>5.770</td> </tr> <tr> <td>Planning & Environment</td> <td>0.175</td> <td>0.905</td> <td>0.325</td> <td>0</td> <td>0</td> <td>0.012</td> <td>1.417</td> </tr> <tr> <td>Transport & Streetscene</td> <td>2.050</td> <td>0.738</td> <td>2.869</td> <td>(0.055)</td> <td>0</td> <td>0.233</td> <td>5.835</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>0.120</td> <td>0.256</td> </tr> <tr> <td>Organisational Change 2</td> <td>1.100</td> <td>0.953</td> <td>0.129</td> <td>0</td> <td>0</td> <td>0.065</td> <td>2.247</td> </tr> <tr> <td>Council Fund Total</td> <td>21.143</td> <td>4.692</td> <td>5.172</td> <td>(0.071)</td> <td>0.000</td> <td>0.573</td> <td>31.509</td> </tr> <tr> <td>Housing Revenue Account Total</td> <td>25.933</td> <td>1.500</td> <td>2.178</td> <td>0</td> <td>0</td> <td>0.000</td> <td>29.611</td> </tr> <tr> <td>Programme Total</td> <td>47.076</td> <td>6.192</td> <td>7.350</td> <td>(0.071)</td> <td>0.000</td> <td>0.573</td> <td>61.120</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 £m	Savings	£m	£m	£m	Chief Executives	0	0	0	0	0	0.000	People & Resources	0.250	0.143	(0)	0	0	(0.195)	0.153	Governance	0	0.249	0.590	0	0	0	0.839	Education & Youth	13.887	1.044	0	(0.016)	0	0.053	14.992	Social Care	0	0	0	0	0	0	0.000	Community & Enterprise	3.681	0.634	1.170	0	0	0.285	5.770	Planning & Environment	0.175	0.905	0.325	0	0	0.012	1.417	Transport & Streetscene	2.050	0.738	2.869	(0.055)	0	0.233	5.835	Organisational Change 1	0	0.026	0	0	0	0.120	0.256	Organisational Change 2	1.100	0.953	0.129	0	0	0.065	2.247	Council Fund Total	21.143	4.692	5.172	(0.071)	0.000	0.573	31.509	Housing Revenue Account Total	25.933	1.500	2.178	0	0	0.000	29.611	Programme Total	47.076	6.192	7.350	(0.071)	0.000	0.573	61.120
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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>																																																																																																																					

Changes during this period

1.05

Changes during this period have resulted in a net increase in the programme total of £0.573m (CF £0.573m, HRA £0m). A summary of the changes, showing major items, is shown in Table 2 below:-

Table 2

CHANGES DURING THIS PERIOD	
<u>COUNCIL FUND</u>	£m
Increases	
Private Sector Housing Renewal - Enabled Living	0.175
Vibrant & Viable Places - Additional WG Funding	0.100
Playareas - Section 106 Funding	0.120
Other Aggregate Increases	0.178
	0.573
Decreases	
Other Aggregate Decreases	0
	0
Total	0.573
<u>HRA</u>	
Increases	
Other Aggregate Increases	0
	0
Decreases	
Other Aggregate Decreases	0
	0
Total	0.000

1.06

Introduction of additional WG funding for support in the delivery of adaptations in relation to Independent Living and the Deeside Vibrant and Viable Places projects.

1.07

Section 106 Funding for Play Areas is being introduced to ensure the budget is aligned to actual expenditure.

1.08

Capital Expenditure compared to Budget

Actual expenditure as at Month 9 (end of December 2016) across the whole of the capital programme is £43.277m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 70.81% of the budget has been spent (CF 70.08%, HRA 71.57 %). Corresponding figures for Month 9 2015/16 were 63.51% (CF 64.12%, HRA 62.30 %).

1.09

The table also shows the current projected outturn of £60.224m. This indicates a projected underspend (pending rollover adjustments) of (£1.046m) on the Council Fund and a projected overspend of £0.150m on the HRA which will be met by increasing the contribution made by the HRA revenue account.

Table 3

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 9	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	0.153	0	0	0.153	0
Governance	0.839	0.638	76.04	0.839	0
Education & Youth	14.992	12.969	86.51	14.987	(0.005)
Social Care	0	0	0	0	0
Community & Enterprise	5.770	4.419	76.59	5.788	0.018
Planning & Environment	1.417	0.221	15.60	0.683	(0.734)
Transport & Streetscene	5.835	2.771	47.49	5.510	(0.325)
Organisational Change 1	0.256	0.251	98.05	0.256	0
Organisational Change 2	2.247	0.818	36.40	2.247	0
Council Fund Total	31.509	22.083	70.08	30.463	(1.046)
Disabled Adaptations	1.030	0.671	65.15	1.030	0
Energy Schemes	1.693	1.513	89.37	1.693	0
Major Works	1.750	1.883	107.60	1.900	0.150
Accelerated Programmes	0.600	0.636	106.00	0.700	0.100
WHQS Improvements	17.680	11.324	64.05	17.580	(0.100)
SHARP Programme	6.858	5.167	75.34	6.858	0
Housing Revenue Account Total	29.611	21.194	71.57	29.761	0.150
Programme Total	61.120	43.277	70.81	60.224	(0.896)

1.10

Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where Early Identified Rollover (EIR) into 2017/18 has been identified, this is also included in the narrative.

1.11

Rollover into 2017/18

During the quarter additional EIR of £1.063m (all CF) 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.

1.12 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	Month 6 £m	Month 9 £m	Total £m
Education & Youth	0.012	0.004	0.005	0.021
Planning & Environment	0	0	0.733	0.733
Transport & Streetscene	0.055	0	0.325	0.380
Council Fund	0.067	0.004	1.063	1.134
Housing Revenue Account	0	0	0	0.000
TOTAL	0.067	0.004	1.063	1.134

Additional Allocations
1.13 No additional requests for resources have been received in this quarter.

Savings
1.14 As at Month 9 no savings have been identified in the programme.

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

Table 5

FINANCING RESOURCES	General Financing¹ £m	Specific Financing² £m	Total Financing £m
Latest Monitoring			
Council Fund	6.767	25.092	31.859
Housing Revenue Account	5.000	24.611	29.611
Total Financing Resources	11.767	49.703	61.470

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

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

Funding of 2016/17 Approved Schemes

1.17 The position as at Month 9 is summarised in Table 6 below:-

Table 6

FUNDING OF APPROVED SCHEMES		
	£m	£m
Surplus from 2015/16		(3.134)
Increases		
Previously Approved	0.955	0.955
Decreases		
Actual In year receipts	(1.449)	
Unallocated Funding	(0.245)	(1.694)
Funding Available		(3.873)

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

Actual receipts to Month 9 amount to £1.449m and capital funding unallocated remains at £0.245m.

Taken as a whole this indicates that £3.873m is available to fund unallocated capital schemes.

1.19 Portfolios, through their business plans, have identified significant capital investment needed to develop new or reconfigure service business models. Business cases were submitted for consideration and a wide range of schemes have been approved by Cabinet. The proposed schemes will be subject to formal scrutiny before being recommended to full Council and require all of the available resources referred to in 1.18. Further information can be found in the 'Council Fund Capital Programme - 2017/18 – 2019/20' report elsewhere on this agenda.

2.00 RESOURCE IMPLICATIONS

2.01 As set out in the body of the report.

5.00	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
6.01	Capital Programme monitoring papers 2016/17. Contact Officer: Andrew Elford Accountant Telephone: 01352 702291 E-Mail: andrew.elford@flintshire.gov.uk

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</p>

revenue and capital expenditure relating to its housing stock is charged.

MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.

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, contractually committed expenditure.

APPENDIX A

CAPITAL PROGRAMME - CHANGES DURING 2016/17

	Original Budget 2016/17	Rollover from 2015/16	Previously Reported			Changes (Current)	Revised Budget 2016/17
			Changes	Rollover to 2017/18	Savings		
	£m	£m	£m	£m	£m	£m	£m
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	(0.045)	0	0	(0.195)	0.010
Corporate Finance - H & S	0	0.143	0	0	0	0	0.143
	0.250	0.143	(0.045)	0.000	0.000	(0.195)	0.153
Governance							
Information Technology	0	0.249	0.590	0	0	0	0.839
	0.000	0.249	0.590	0.000	0.000	0.000	0.839
Education & Youth							
Education - General	0.350	0.001	(0.250)	0	0	0	0.101
Primary Schools	0.740	0.257	0.033	(0.016)	0	0.056	1.070
Schools Modernisation	12.637	0.116	0.009	0	0	0.000	12.762
Secondary Schools	0.160	0.082	(0.009)	0	0	(0.003)	0.230
Special Education	0	0.558	0.244	0	0	0	0.802
Minor Works, Furn & Equip	0	0.030	(0.003)	0	0	0	0.027
	13.887	1.044	0.024	(0.016)	0.000	0.053	14.992
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	0.113	0	0	0.000	0.113
Town Centre Regeneration	0.100	0.280	0.018	0	0	0	0.398
Vibrant & Viable Places	1.600	0	0.339	0	0	0.100	2.039
Private Sector Renewal/Improv	1.981	0.354	0.700	0	0	0.185	3.220
	3.681	0.634	1.170	0.000	0.000	0.285	5.770
Planning & Environment							
Closed Landfill Sites	0	0	0.250	0	0	0	0.250
Engineering	0	0.678	0	0	0	0	0.678
Energy Services	0.100	0.002	0.094	0	0	0.000	0.196
Rights of Way	0	0	0.022	0	0	0.012	0.034
Ranger Services	0	0.050	(0.041)	0	0	0.000	0.009
Townscape Heritage Initiatives	0.075	0.175	0	0	0	0	0.250
	0.175	0.905	0.325	0.000	0.000	0.012	1.417

CAPITAL PROGRAMME - CHANGES DURING 2016/17

	Original Budget 2016/17	Rollover from 2015/16	Previously Reported			Changes (Current)	Revised Budget 2016/17
			Changes	Rollover to 2017/18	Savings		
	£m	£m	£m	£m	£m	£m	£m
Transport & Streetscene							
Waste Services	0	0	0.100	0	0	0	0.100
Waste - CCP Grant	0	0.182	1.886	0	0	0.040	2.108
Engineering	0	0.012	0.005	0	0	0	0.017
Highways	0.600	0.301	0	0	0	0.193	1.094
Local Transport Grant	0	0.243	0.878	0	0	0.000	1.121
Solar Farms	1.450	0	0	(0.055)	0	0	1.395
	2.050	0.738	2.869	(0.055)	0.000	0.233	5.835
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	0.110	0	0	0.120	0.230
	0.000	0.026	0.110	0.000	0.000	0.120	0.256
Organisational Change 2							
Administrative Buildings	0.600	0.453	0.129	0	0	0.065	1.247
Community Asset Transfers	0.500	0.500	0	0	0	0	1.000
	1.100	0.953	0.129	0.000	0.000	0.065	2.247
Housing Revenue Account :							
Disabled Adaptations	1.030	0	0	0	0	0	1.030
Energy Schemes	0.800	0	0.333	0	0	0.560	1.693
Major Works	1.650	0	0	0	0	0.100	1.750
Accelerated Programmes	0.450	0	0.250	0	0	(0.100)	0.600
WHQS Improvements	17.240	1.500	(0.500)	0	0	(0.560)	17.680
SHARP Programme	4.763	0	2.095	0	0	0	6.858
	25.933	1.500	2.178	0.000	0.000	0.000	29.611
Totals :							
Council Fund	21.143	4.692	5.172	(0)	0	0.573	31.509
Housing Revenue Account	25.933	1.500	2.178	0	0	0.000	29.611
Grand Total	47.076	6.192	7.350	(0.071)	0.000	0.573	61.120

CHIEF EXECUTIVES

Capital Budget Monitoring 2016/17 - Month 9

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 9

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	0.010	0	0.010	0	0	0			Corporate provision - to be allocated as requested and approved
Total	0.153	0.000	0.153	0.000	0	0.000			

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2016/17 - Month 9

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	0.638	0.839	0	0	0			
Total	0.839	0.638	0.839	0.000	0	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2016/17 - Month 9

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	0.068	0.101	0	0	0			
Primary Schools	1.070	0.739	1.065	(0.005)	(0.47)	(0.004)	Early Identified Rollover - Connah's Quay, Golfyn CP - renewal of felt roof coverings to cover retention	Request approval to move funding of £0.005m into 2017/18	
Schools Modernisation	12.762	11.509	12.762	0	0	0			
Secondary Schools	0.230	0.164	0.230	0	0	0			
Special Education	0.802	0.489	0.802	0	0	0			
Minor Works, Furn & Equip	0.027	0.000	0.027	0	0	0			
Total	14.992	12.969	14.987	(0.005)	(0)	(0.004)			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2016/17 - Month 9

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 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Community Coastal Fund	0.113	0.131	0.131	0.018	16	0			Scheme is over 2 years and funded by Lottery Grant which will be introduced in Q4
Town Centre Regeneration	0.398	0.157	0.398	0	0	0			
Vibrant & Viable Places	2.039	1.331	2.039	0	0	0			
Private Sector Renewal/Improvement	3.220	2.800	3.220	0	0	0			
Total	5.770	4.419	5.788	0.018	0	0.000			

Variance = Budget v Projected Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2016/17 - Month 9

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	(0.250)	(100)	0	Early Identified Rollover -	Request approval to move funding of £0.250m into 2017/18	Assessment on site is on-going to determine the condition of the site.
Engineering	0.678	(0.006)	0.195	(0.483)	(71)	0	Early Identified Rollover - Legal issues have caused some delays in the commencement of works.	Request approval to move funding of £0.483m into 2017/18	Prioritising the larger schemes have necessitated a slight delay in smaller schemes
Energy Services	0.196	0.131	0.196	0	0	0			
Rights of Way	0.034	0.033	0.033	(0.001)	(3)	0			
Planning Grant Schemes	0	0.001	0	0		0			
Ranger Services	0.009	0.009	0.009	0	0	0			
Townscape Heritage Initiatives	0.250	0.053	0.250	0	0	0			2016/17 is a crucial year for the scheme as a whole, where FCC are expected to draw down the majority of the HLF assistance.
Total	1.417	0.221	0.683	(0.734)	(52)	0.000			

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2016/17 - Month 9

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)	2.113	0.412	2.113	0	0	0			
Waste Services - Other	0.095	0.095	0.095	0	0	0			
Engineering	0.017	0.011	0.017	0	0	0			
Highways	1.094	0.466	1.094	0	0	0			
Local Transport Grant	1.121	0.726	1.121	0	0	0			
Solar Farms	1.395	1.061	1.070	(0.325)	(23)		Early Identified Rollover - Expected completion date end of July 2017. Awaiting planning permission for cable works.	Request approval to move funding of £0.325m into 2017/18	
Total	5.835	2.771	5.510	(0.325)	(6)	0.000			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2016/17 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	0.025	0.022	0.025	0	0	0			
Recreation - Other	0.001		0.001	0	0	0			
Play Areas	0.230	0.229	0.230	0	0	0.090			All expenditure is funded from Section 106 contributions and FCC match funding drawn down at year end
Total	0.256	0.251	0.256	0.000	0	0.090			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2016/17 - Month 9

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	1.247	0.730	1.247	0	0	0		Careful monitoring required.	
Community Asset Transfers	1.000	0.088	1.000	0	0	0			Expenditure is incurred as and when schemes are signed off. Any unspent allocation will be the subject of a rollover request at outturn
Total	2.247	0.818	2.247	0.000	0	0.000			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2016/17 - Month 9

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	0.671	1.030	0	0	0			
Energy Services	1.693	1.513	1.693	0	0	0			
Major Works	1.750	1.883	1.900	0.150	9	0		Careful Monitoring Required	Void spend has been reallocated to capital. Spend will be met from CERA contributions .
Accelerated Programmes	0.600	0.636	0.700	0.100	17	0		Careful Monitoring Required	Overspend is due to unforeseen asbestos works. This overspend will be met from the WHQS programme
WHQS Improvements	17.680	11.324	17.580	(0.100)	(1)				Careful monitoring required
SHARP	6.858	5.167	6.858	0	0	0			Potential delays on site
Total	29.611	21.194	29.761	0.150	1	0.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2016/17 - Month 9

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	(0.004)	0	0		0			
People & Resources	0.153	0	0.153	0	0	0			
Governance	0.839	0.638	0.839	0	0	0			
Education & Youth	14.992	12.969	14.987	(0.005)	(0)	(0.004)			
Social Care	0	0	0	0		0			
Community & Enterprise	5.770	4.419	5.788	0.018	0	0			
Planning & Environment	1.417	0.221	0.683	(0.734)	(52)	0			
Transport & Streetscene	5.835	2.771	5.510	(0.325)	(6)	0			
Organisational Change 1	0.256	0.251	0.256	0	0	0.090			
Organisational Change 2	2.247	0.818	2.247	0	0	0			
Sub Total - Council Fund	31.509	22.083	30.463	(1.046)	(3)	0.086			
Housing Revenue Account	29.611	21.194	29.761	0.150	1	0			
Total	61.120	43.277	60.224	(0.896)	(1)	0.086			

Variance = Budget v Projected Outturn

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CABINET

Date of Meeting	Tuesday, 14 February 2017
Report Subject	Revenue Budget Monitoring 2016/17 (month 9)
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 both the Council Fund and Housing Revenue Account.

The report is based on actual income and expenditure as at Month 9 of the financial year. The report also projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without any further action to reduce cost pressures or to identify new efficiencies would be as follows:-

Council Fund

- The net in year position comprises of an operating deficit of £0.799m; a decrease in the deficit of £1.011m from the position reported last month which is due to a number of factors the most significant being the cost recovery of joint funded care packages within Social Services.
- The overall projected in-year position includes £2.886m due to the change in accounting policy for MRP as agreed by County Council. This has the effect of eliminating the operating deficit and net spend is projected to be £2.087m lower the budget.
- Projected contingency reserve balance of £5.279m

Housing Revenue Account

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

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2017 and continue to support the work on actions and options for mitigating action.
2	To note the projected final level of balances on the Housing Revenue Account.
3	To approve a budget virement within Social Services as detailed in paragraph 1.10.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 9 POSITION
1.01	The operating deficit reported is £0.799m above budget which is a decrease of £1.011m from the deficit reported last month, reasons for variance to month 8 are include in appendix 1. As resolved by Cabinet work is still ongoing to identify actions and options to further reduce the operating deficit through further detailed analysis of overspending areas.
1.02	The operating deficit in-year is in effect 'written-off' by the change in the Council's policy for accounting for Minimum Revenue Provision (MRP) which was reviewed and approved by Council on 6 December 2016 as part of the 2017/18 budget proposals. This has resulted in a positive impact of £2.886m on the 2016/17 budget as part of providing a major efficiency for 2017/18, and means that the projected spend is now £2.087m less than the budget.
1.03	Transport Costs Previous reports have referenced the issues encountered due to the liquidation of a major transport provider affecting school and public transport subsidised routes within the County with an additional cost of £0.410m within this financial year. A one off grant from Welsh Government has been agreed at a regional level and we expect to recoup up to £0.200m of the costs incurred though negotiations are continuing.
1.04	Council Fund Latest in Year Forecast The table below shows the projected position by portfolio.

	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend
		£m	£m	£m	£m
	Social Services	58.534	60.829	60.742	(0.087)
	Community & Enterprise	12.035	12.437	11.879	(0.558)
	Streetscene & Transportation	27.011	28.527	29.169	0.642
	Planning & Environment	4.978	5.130	5.407	0.277
	Education & Youth	11.225	11.424	11.371	(0.053)
	Schools	86.162	87.742	87.742	0.000
	People & Resources	4.319	4.668	4.640	(0.027)
	Governance	8.159	7.716	7.791	0.075
	Organisational Change 1	5.560	5.972	6.062	0.091
	Organisational Change 2	2.244	2.572	2.160	(0.412)
	Chief Executive	3.204	3.154	3.116	(0.038)
	Central & Corporate Finance	28.552	21.814	19.817	(1.996)
	Total	251.984	251.984	249.897	(2.087)
1.05	The reasons for the projected variances are summarised within Appendix 2 with key significant portfolio variances explained in paragraphs 1.07 to 1.08.				
1.06	Significant Budget Movements between Original and Revised Budget There were no significant budget movements between portfolios this month.				
1.07	Streetscene and Transportation There is a significant variance within the portfolio of £0.642m which is a decrease of £0.137m from month 8. As referenced in 1.03 grant funding has been offered by Welsh Government to offset some of the costs incurred in securing the school and public transport subsidised routes. Negotiations are ongoing between the neighbouring authorities over the distribution of the grant, however an estimate has been included in the Streetscene & Transportation outturn in month 9 for Flintshire County Council's proportion of this grant. Full details of all other variances are given in Appendix 2.				
1.08	Social Services As a result of ongoing negotiations with Betsi Cadwaladr University Health Board as the funding partner in the joint use of the Continuing Health Care				

	(CHC) Fund, agreement has been reached that the Health Board will increase the funding for a number of our high cost Learning Disability care packages which has led to a positive movement on the overall position for Social Services of £0.452m. This is broken down as £0.225m for 2015/16 and £0.227m for 2016/17. A similar amount to the 2016/17 amount can be expected for 2017/18 and subsequent years providing care packages remain stable.																																																															
1.09	As previously reported a review of existing budgets has been undertaken with a view to realigning to closer match client actuals and recommended that the following areas to be vired.																																																															
1.10	<table border="1"> <thead> <tr> <th><u>Budget area :</u></th> <th><u>Budget Reduction</u> <u>£(m)</u></th> <th><u>Budget Reduction</u> <u>£(m)</u></th> </tr> </thead> <tbody> <tr> <td>Adults Services - Older People :</td> <td></td> <td></td> </tr> <tr> <td>Localities -</td> <td>0.025</td> <td></td> </tr> <tr> <td>Resources & Regulated Services</td> <td>0.050</td> <td></td> </tr> <tr> <td>Reablement</td> <td><u>0.025</u></td> <td></td> </tr> <tr> <td>Total - Adult Services (Older People) :</td> <td></td> <td>0.100</td> </tr> <tr> <td><u>Development & Resources</u></td> <td></td> <td></td> </tr> <tr> <td>Business Systems & Financial Assessments</td> <td>0.062</td> <td></td> </tr> <tr> <td>Charging Policy Income</td> <td>0.078</td> <td></td> </tr> <tr> <td>Business Support Services</td> <td>0.075</td> <td></td> </tr> <tr> <td>Good Health</td> <td>0.050</td> <td></td> </tr> <tr> <td>Finance / Deputyship</td> <td>0.010</td> <td></td> </tr> <tr> <td>Management & Support</td> <td><u>0.025</u></td> <td></td> </tr> <tr> <td>Total Development & Resources :</td> <td></td> <td><u>0.300</u></td> </tr> <tr> <td>Total budget reductions :</td> <td></td> <td>0.400</td> </tr> </tbody> </table> <p>The areas of the Children's Services budgets which it is recommended should benefit from the realignment of the £0.400m budget from other portfolio budget savings are summarised below :-</p> <table border="1"> <thead> <tr> <th><u>Budget area :</u></th> <th><u>Budget Increase</u> <u>£(m)</u></th> <th><u>Budget Increase</u> <u>£(m)</u></th> </tr> </thead> <tbody> <tr> <td><u>Children's Services :</u></td> <td></td> <td></td> </tr> <tr> <td>Family Placement</td> <td>0.070</td> <td></td> </tr> <tr> <td>Professional Support</td> <td>0.280</td> <td></td> </tr> <tr> <td>Residential Placements</td> <td><u>0.050</u></td> <td></td> </tr> <tr> <td>Total budget increases :</td> <td></td> <td>0.400</td> </tr> </tbody> </table> <p>It is recommended that the above proposals for permanent budget realignment within the Social Services portfolio are approved for implementation ahead of completion of the Month 10 budget monitoring report.</p>	<u>Budget area :</u>	<u>Budget Reduction</u> <u>£(m)</u>	<u>Budget Reduction</u> <u>£(m)</u>	Adults Services - Older People :			Localities -	0.025		Resources & Regulated Services	0.050		Reablement	<u>0.025</u>		Total - Adult Services (Older People) :		0.100	<u>Development & Resources</u>			Business Systems & Financial Assessments	0.062		Charging Policy Income	0.078		Business Support Services	0.075		Good Health	0.050		Finance / Deputyship	0.010		Management & Support	<u>0.025</u>		Total Development & Resources :		<u>0.300</u>	Total budget reductions :		0.400	<u>Budget area :</u>	<u>Budget Increase</u> <u>£(m)</u>	<u>Budget Increase</u> <u>£(m)</u>	<u>Children's Services :</u>			Family Placement	0.070		Professional Support	0.280		Residential Placements	<u>0.050</u>		Total budget increases :		0.400
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1.11	Programme of Efficiencies																																																															

	The 2016/17 budget contains £11.282m of specific efficiencies which are being tracked and monitored. An amount of £0.761m was approved from the contingency reserve in the month 4 report to meet the impact of conscious decisions to change proposals for household recycling centres, community asset transfers, town centre car parking charging and workforce essential car user allowances resulting in a revised efficiency target of £10.521m.																																																																											
1.12	Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.																																																																											
1.13	<p>This shows that it is currently projected that £9.384m (89%) will be achieved resulting in a net underachievement of £1.137m - a decrease of £0.014m. The changes in efficiency assumptions since month 8 are summarised below:</p> <table border="1"> <thead> <tr> <th></th> <th>Original Efficiency</th> <th>Previous Month Revised Efficiency</th> <th>Current Month Revised Efficiency</th> <th>Increase/ (Decrease) between months</th> </tr> <tr> <th>Portfolio</th> <th>2016/17 £(m)</th> <th>2016/17 £(m)</th> <th>2016/17 £(m)</th> <th>2016/17 £(m)</th> </tr> </thead> <tbody> <tr> <td><u>Central & Corporate Finance</u></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Workforce Efficiency</td> <td>0.500</td> <td>0.222</td> <td>0.224</td> <td>0.002</td> </tr> <tr> <td><u>Chief Executive</u></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Voluntary Sector Grants review</td> <td>0.070</td> <td>0.090</td> <td>0.080</td> <td>(0.010)</td> </tr> <tr> <td><u>People & Resources</u></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Finance Modernisation</td> <td>0.135</td> <td>0.092</td> <td>0.108</td> <td>0.016</td> </tr> <tr> <td><u>Community & Enterprise</u></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Telephone Contact Centre Savings</td> <td>0.100</td> <td>0.025</td> <td>0.000</td> <td>(0.025)</td> </tr> <tr> <td>Energy Efficiency Framework</td> <td>0.050</td> <td>0.050</td> <td>0.030</td> <td>(0.020)</td> </tr> <tr> <td>SHARP Framework</td> <td>0.020</td> <td>0.020</td> <td>0.000</td> <td>(0.020)</td> </tr> <tr> <td>Council Tax Reduction Scheme</td> <td>0.329</td> <td>0.591</td> <td>0.619</td> <td>0.028</td> </tr> <tr> <td><u>Streetscene & Transportation</u></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Car Parking Charges</td> <td>0.200</td> <td>0.165</td> <td>0.180</td> <td>0.015</td> </tr> </tbody> </table>		Original Efficiency	Previous Month Revised Efficiency	Current Month Revised Efficiency	Increase/ (Decrease) between months	Portfolio	2016/17 £(m)	2016/17 £(m)	2016/17 £(m)	2016/17 £(m)	<u>Central & Corporate Finance</u>					Workforce Efficiency	0.500	0.222	0.224	0.002	<u>Chief Executive</u>					Voluntary Sector Grants review	0.070	0.090	0.080	(0.010)	<u>People & Resources</u>					Finance Modernisation	0.135	0.092	0.108	0.016	<u>Community & Enterprise</u>					Telephone Contact Centre Savings	0.100	0.025	0.000	(0.025)	Energy Efficiency Framework	0.050	0.050	0.030	(0.020)	SHARP Framework	0.020	0.020	0.000	(0.020)	Council Tax Reduction Scheme	0.329	0.591	0.619	0.028	<u>Streetscene & Transportation</u>					Car Parking Charges	0.200	0.165	0.180	0.015
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1.14	<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>																																																																											
1.15	Following the allocation to portfolios of the provisions described in paragraph 1.14 there is a remaining balance of £0.070m which is included within the overall outturn figure.																																																																											
1.16	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.																																																																							
	Reserves and Balances																																																																							
1.17	Un-earmarked Reserves																																																																							
	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.																																																																							
1.18	Taking into account the current projected overspend at Month 9 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2017 is projected to be £5.279m as detailed in appendix 4.																																																																							
1.19	Earmarked Reserves																																																																							
	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.																																																																							
1.20	The table below gives a summary of earmarked reserves as at 1 April 2016 and provides an estimate of projected balances as at the end of the current financial year.																																																																							
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1.22	<p>Housing Revenue Account</p> <p>The 2015/16 Outturn Report to Cabinet on 19 July 2016 showed an un-earmarked closing balance at the end of 2015/16 of £1.178m.</p>
1.23	<p>The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.</p>
1.24	<p>The Month 9 monitoring for the HRA is projecting in year expenditure to be £0.037m higher than budget and a closing balance as at 31 March 2017 of £1.061m, which at 3.3% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.</p>

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

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

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 current assessment of the efficiency profile for 2016/17 shows that 89% of the efficiencies would be achieved. There is an ongoing risk that the shortfall cannot be mitigated other than by drawing on temporary funding from the Contingency Reserve. There is a further risk that any ongoing under-achievement 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: stable/green risk for 2016/17 only.</p>
4.02	<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 not possible to estimate the full financial impact of these at this stage. The financial provision set aside may not prove to be sufficient to meet the total liabilities</p>

	<p>of all cases when closed. Within the month 3 report a contribution from the contingency reserve was agreed to meet the settlement costs paid along with any future costs. The settlement costs incurred to date total £0.146m. Risk status: stable/green risk for 2016/17.</p>
4.03	<p>Orphaned Industrial Site at Sandycroft</p> <p>The contract for the removal of all Isosorbide Dinitrate (ISDN) chemical deposits, site cleansing and site close-down has come to a conclusion. Additional contracted work to remove deposits of contaminated waste discovered in the sump and tank systems on site will be completed by the end of February. Negotiations for the immediate disposal of the site, following completion of the additional contracted work, are well advanced. Risk status: stable/amber risk.</p>
4.04	<p>Procurement of Transport Services</p> <p>As explained in 1.03 there is an in-year budget risk of additional procurement costs for local transport services. The Welsh Government has offered a provisional one off grant award to the three North East Wales local authorities for 2016/17 only. An allocation of up to £0.200m from this grant has been assumed however negotiations are ongoing with the neighbouring authorities on grant distribution. Risk status: stable/green for 2016/17. Unstable/red risk for future years.</p>
4.05	<p>Out of County Placements</p> <p>The risk is the volatility in demand and the impacts on service costs which cannot be predicted with any certainty. There is always a risk of significant variances occurring although this area continues to be closely monitored. The main influence on this increase is the new Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements has increased the financial pressure on this service area. Legal and Social Service Managers are working together to make a compelling case for alternative care arrangements to placements at forthcoming court cases, and so reduce the level of Out of County placement being made. Risk status: unstable/red risk.</p>
4.06	<p>Children's Services</p> <p>Children's Services are experiencing high levels a demand including child protection work and the need for intensive support for older children with complex needs. Capacity has been increased to help respond to increasing service demand and to provide a greater range of targeted community support, the month 9 report contains a recommended realignment of budget from within Social Services as potential mitigation of this risk. Risk status: unstable/amber risk.</p>

5.00	APPENDICES
5.01	<p>Appendix 1: Council Fund – Movement in Variances from Month 8</p> <p>Appendix 2: Council Fund – Budget Variances</p> <p>Appendix 3: Council Fund – Programme of Efficiencies</p> <p>Appendix 4: Council Fund – Movement on Un-earmarked Reserves</p> <p>Appendix 5: Housing Revenue Account Variances</p>

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> <p>Council Fund: the fund to which all the Council’s revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>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.</p> <p>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.</p> <p>Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income</p>

the actual income achieved exceeds the budget. Shown as a –ve.

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.

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.

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.

Minimum Revenue Provision (MRP): A charge made to the Council Fund to repay borrowing taken out for capital expenditure. Authorities must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Government.

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £25k
Social Services		
Older People		
Other Minor Variances	(0.032)	This variance comprises of a number of variances less than £0.025m. The most significant being (£0.024m) on the Localities service.
Disability Services		
Resources & Regulated Services	(0.155)	Additional allocation of £0.146m from the budget strategy reserve to meet shortfall against costs of inflationary uplifts paid to external care providers from April 2016.
Disability Services	0.071	Movement of staffing budgets to Administrative Support as part of review of service structures
Administrative Support	(0.542)	Additional joint funding income from BCUHB plus movement of staffing budgets as part of review of service structures.
Other Minor Variances	0.024	This variance comprises of a number of variances less than £0.025m. The most significant being £0.017m on the Transition & Disability service.
Mental Health Services		
Social Links	(0.031)	Movement of staff across other areas of Mental Health services
Residential Placements	(0.052)	Additional joint funding income from BCUHB for 2 service users
Other Minor Variances	0.034	This variance comprises of a number of variances less than £0.025m. The most significant being £0.019m on the Community Living service and £0.020m on the Employment and Occupation service.
Children's Services		
Family Placement	0.062	Additional demand for special guardianship payments and adoption orders
Professional Support	(0.058)	Reduced use of agency staff within Prevention and Support and Special Placements teams.
Other Minor Variances	0.042	This variance comprises of a number of variances less than £0.025m. The most significant being £0.024m on the Provention & Support service.

Development & Resources		
Business Systems & Financial Assessments	(0.051)	Additional savings in staffing due to vacant posts
Good Health	0.029	Transfer of Voluntary Organisation payments from Mental Health services
Other Minor Variances	(0.022)	This variance comprises of a number of variances less than £0.025m. The most significant being (£0.016m) on Charging Policy Income and (£0.014m) on the Commissioning service.
Total Social Services	(0.683)	
Community & Enterprise		
Customer And Housing Services	0.003	Contact centre review shortfall £0.025m. Other minor variances £0.022m.
Council Fund Housing	(0.004)	Minor variances.
Regeneration	(0.033)	Additional roundabout sponsorship income of £0.026m. Other minor variances £0.007m.
Revenues & Benefits	(0.075)	Further underspend on the Council Tax Reduction Scheme provision (£0.010m). Increased surplus on the Council Tax Collection Fund (£0.014m). In-year vacancy savings in the revenues service (£0.056m). Other minor variances £0.005m.
Housing Programmes	0.047	SHARP framework delay £0.020m. Other minor variances £0.027m.
Total Community & Enterprise	(0.062)	
Streetscene & Transportation		
Ancillary Services & Performance		
Waste Collection	0.045	Adverse movement on gas engine income and cumulative minor variances within waste services
Other Minor Variances	(0.030)	This variance comprises of a number of variances less than £0.025m. The most significant being (£0.012m) on Business Strategy.
Highways Network		
Highways Network	0.030	Cumulative minor variances within highways services
Transportation & Logistics		
Transportation	(0.175)	Movement mostly relates to additional funding from Welsh Government in relation to provision of transport.
Other Minor Variances	(0.007)	
Total Streetscene & Transportation	(0.137)	

Planning & Environment		
Business		
Minor Variances	(0.005)	
Community		
Minor Variances	(0.006)	
Development		
Development Management	0.048	Reduced projection for Planning Fee Income based on latest position.
Minor Variances	(0.004)	
Access		
Public Rights Of Way	(0.023)	In-year savings on Grass cutting due to weather restrictions
Minor Variances	(0.005)	
Strategy		
Planning Policy	(0.038)	Reduced commitment to LDP planned spend due to delay in commissioning the Urban Capacity Study.
Minor Variances	0.002	
Management Strategy		
Other Minor Variances	(0.013)	
Total Planning & Environment	(0.044)	
Education & Youth		
Inclusion & Progression	(0.046)	Variance largely relates to a favourable movement on Out of County placements projected expenditure, includes other minor variances.
Other Minor Variances	(0.007)	
Total Education & Youth	(0.053)	
Schools	0.000	
People & Resources		
HR & OD	(0.001)	Minor variances.
Corporate Finance	(0.026)	Additional Grant income (£0.010m) and reduction in employee costs (£0.012m). Minor variances (£0.004m).
Total People & Resources	(0.028)	

Governance		
Legal Services	0.002	Minor variances.
Democratic Services	(0.009)	Minor variances.
Internal Audit	(0.000)	No variance.
Procurement	0.075	Variance is due to the loss of income from supplier charging.
Business Support	0.000	No variance.
ICT	(0.057)	Variance is due to delayed recruitment to vacancies within the service.
Total Governance	0.011	
Organisational Change 1		
Museums	0.005	Minor variances.
County Archives	0.004	Minor variances.
Leisure	0.006	Minor variances.
Community Assets	0.002	Minor variances.
Total Organisational Change 1	0.017	
Organisational Change 2		
Administrative Buildings	(0.002)	Minor variances.
Agricultural Estates	(0.005)	Minor variances.
Property Asset And Development	(0.005)	Minor variances.
CPM & Design Services	(0.022)	Additional maintenance and design fees.
Industrial Units	0.013	Minor variances.
Catering	(0.003)	Minor variances.
Cleaning	(0.008)	Minor variances.
Minor Variances	(0.003)	
Total Organisational Change 2	(0.036)	
Chief Executive	0.004	Minor variance.
Central and Corporate Finance	(0.001)	
Grand Total	(1.011)	

**Budget Monitoring Report
Council Fund Variances**

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	15.722	15.036	(0.687)	(0.662)	Domiciliary Care reflects a projected underspend of (£0.235m) based on existing service users and is influenced by recruitment and retention factors affecting external providers. Other significant influences on this projected underspend include Minor Adaptations (£0.099m) for which local demand is currently being met by the Intermediate Care Fund (ICF). Additional one off income has also been received from the ICF to contribute to external provider fee increases. Other underspends are as a result of full year vacancy savings from within the Single Point of Access team (£0.135m). Residential Care has a projected underspend of (£0.141m), including property income of (£0.023m) and service user contributions of (£0.091m). Locality teams staffing reflects a projected underspend of (£0.061m) due to short term vacancy savings. Overall net minor variances amount to (£0.016m).	These areas have been reviewed within the budget realignment exercise and some areas of recurring saving are proposed as realignment options as part of the recommendation included within this report.
Reablement Services	0.444	0.393	(0.050)	(0.053)	The projected underspend is due to unbudgeted additional Continuing Health Care (CHC) funding from Betsi Cadwalader University Health Board (BCUHB) which is one off.	
Community Equipment Contribution	0.477	0.323	(0.154)	(0.154)	Following review of and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward.	Maintain underspend in current financial year, pending realignment from 2017/18 to meet revenue costs of the new Flint Extra Care scheme.

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Resources & Regulated Services	6.035	5.773	(0.262)	(0.250)	Short term vacancy savings within provider day care services and extra care schemes plus reduced projections for internal catering recharges at Residential Care homes.	These areas have been reviewed within the budget realignment exercise and some areas of recurring saving are proposed as realignment options as part of the recommendation included within this report.
Minor Variances	0.195	0.196	0.001	0.000		
Disability Services	19.589	19.696	0.107	0.710		
Resources & Regulated Services	17.560	18.237	0.676	0.831	Service user demand level is in excess of current budget provision. A number of budget areas have been reviewed and realigned and projections revised. There is a reduction in the level of pressure as a result of the allocation of £0.146m for external providers fee increase from the budget strategy reserve to meet a shortfall against the increases made to external providers from April 2016.	Ongoing budget review and realignment work is taking place.
Forensic budget	0.529	0.326	(0.203)	(0.211)	There is a significant projected underspend of (£0.203m) based on current projected costs and increased income from joint funded packages.	Keep under review
Administrative Support	0.036	(0.260)	(0.296)	0.247	This projected underspend is influenced by additional joint funding income from Betsi Cadwaladr University Health Board (BCUHB). The income relates to 4 service users from April 2015 and is the outcome of a lengthy disputes process for such cases.	This is being considered as part of the ongoing realignment within Disability Services.
Minor Variances	1.463	1.393	(0.071)	(0.157)		
Mental Health Services						
Substance Misuse	0.274	0.343	0.069	0.066	Pay cost pressures in a number of areas together with a reduced income commitment for the Substance Misuse Action Fund (SMAF) grant.	Under review.
Minor Variances	3.334	3.286	(0.048)	0.005		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<i>Children's Services</i>						
Family Placement	2.394	2.503	0.110	0.047	Demand influenced pressures in respect of special guardianship payments and adoption orders.	A recommendation is made within this report to partly address this pressure by way of budget realignment.
Residential Placements	0.398	0.472	0.074	0.073	The level of projected 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 - continue monitoring of current placement costs.
Professional Support	4.638	5.266	0.628	0.686	Demand influenced staffing pressures within a number of teams including Children's Integrated Disability Service (CIDS), prevention and support.	These areas have been reviewed as part of the budget realignment exercise and this report recommends that some recurring savings from other areas of service are realigned into this service to alleviate some of the budget pressure.
Out of County Placements	3.434	4.060	0.626	0.626	Demand influenced transport pressures within Family Intervention and Leaving Care and pressure on direct payments within the CIDS.	Keep under review.
Minor Variances	1.273	1.201	(0.072)	(0.113)	There has been an unprecedented increase in the number of Child and Parent placements, being 8 placements of which 7 have been the subject of court/legal determinations.	

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Development & Resources						
Business Systems & Financial Assessments	0.832	0.740	(0.092)	(0.041)	Savings arising from a number of vacant posts and other savings on equipment rental and IT software and hardware.	These areas have been reviewed as part of the budget realignment exercise and this report recommends that some recurring savings are realigned to address budget pressures in other service areas.
Charging Policy income	(1.929)	(2.075)	(0.146)	(0.130)	The increase in income is due to changes in the treatment of certain disregards within service user financial assessments.	Some of this underspend is recommended to be realigned to address budget pressures in other areas of the service. The remainder is committed as part of the funding strategy for the new extra care facilities.
Business Support Service	1.224	1.109	(0.114)	(0.118)	This is a new service bringing together generic administration capacity from a number of portfolios following the cross organisation review of Administration. The savings arise mainly from vacancies plus an element of non staff savings such as stationery.	Some of this underspend is recommended to be realigned to address budget pressures in other areas of the service.
Safeguarding Unit	0.821	0.917	0.096	0.093	The projected overspend is a combination of additional legal and medical costs associated with the Deprivation of Liberty Safeguarding (DOLS) assessments and a contribution to the North Wales Safeguarding Board.	Continue to monitor and review
Good Health	0.915	0.808	(0.107)	(0.136)	The projected underspend is mainly due to short term vacancy savings and reductions in payments to voluntary organisations.	Continue to monitor and review
Minor Variances	0.761	0.693	(0.067)	(0.054)		
Total Social Services	60.829	60.742	(0.087)	0.595		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Community & Enterprise						
Customer And Housing Services	1.320	1.314	(0.005)	(0.009)	Implementation of the Contact Centre Review is expected to begin towards the end of the 2016/17 financial year resulting in a shortfall of £0.100m. Flintshire Connects efficiency (£0.037m). Customer Services efficiencies due to reduced running costs and additional Welsh Translation income of (£0.024m). Other Customer and Housing Services efficiencies identified resulting from vacancy and other service savings of (£0.044m).	Continue to monitor and review.
Council Fund Housing	(0.324)	(0.335)	(0.012)	(0.008)	Accommodation Support vacancy savings of (£0.113m) identified to offset the pressures on Telecare resulting from increased call monitoring charges of £0.020m, equipment purchase and repairs of £0.030m and reduced Telecare income of £0.054m. Other minor variances of (£0.003m).	Continue to monitor and review.
Regeneration	0.377	0.374	(0.003)	0.031	Estimated shortfall of £0.049m in markets due to income targets increasing in line with inflation each year, whereas charges have not increased at the same rate. Regeneration efficiency due to the reallocation of officer time to specific grants (£0.030m). Additional income in respect of Roundabout Sponsorship in year (£0.026m). Other minor variances £0.004m.	Continue to monitor and review.
Revenues & Benefits	10.886	10.266	(0.620)	(0.545)	Projected underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.290m). Projections indicate an anticipated surplus on the Council Tax Collection Fund of (£0.314m). In-year vacancy savings in the revenues service (£0.056m). Other minor variances £0.040m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change.

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Programmes	0.178	0.260	0.081	0.035	Pressure of £0.055m on the SHARP programme relating to feasibility works at the Flint Police Station site. If the scheme is approved prior to year end, this cost will be capitalised. A delay in the progression of the SHARP framework has resulted in a variance of £0.020m. Other minor variances £0.006m.	Continue to monitor and review.
Minor Variances	0.000	0.000	0.000	(0.000)		
Total Community & Enterprise	12.437	11.879	(0.558)	(0.496)		
Streetscene & Transportation						
Ancillary Services & Performance						
Waste Collection	7.425	7.717	0.292	0.247	Solar Energy Production at Landfill commenced from October, resulting in an in-year shortfall of £0.070m. Adverse variance of £0.290m relating to reduced electricity sales from reducing levels of gas extraction at the Standard and Brookhill landfill sites. Final part-year reduced payment of prudential borrowing for black bins (£0.100m). Improved position from recycling income of (£0.170m). Additional costs for disposal of hazardous waste from HRC sites £0.050m. Increased cost for the collection of bulky items £0.040m. Additional plant hire costs across the service of £0.045m and cumulative minor variances within waste services of £0.067m.	Gas engine income levels are being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Tracker. Budget Pressure in 2017/18 relating to the ESD grant. WG have confirmed a 6.7% reduction in the grant.
Other Minor Variances	0.653	0.618	(0.036)	(0.006)		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<i>Highways Network</i>						
Highways Network	7.461	7.571	0.110	0.081	Due to ongoing discussions on Community Asset Transfers (CATs), the maintenance liability being transferred for Cemeteries to Town/Community Councils totalling £0.050m has not yet been implemented. Probation Service Litter Collection will be implemented later than anticipated, totalling £0.050m. £0.061m of improvement works on the Bagilt flooding event has been capitalised in the land drainage programme. Additional costs and staff time still being picked up by the area teams for ongoing maintenance works. Cumulative minor variances within highways services of £0.010m.	Keep under review as part of MTFS. Reported in Programme Tracker.
<i>Transportation & Logistics</i>						
Logistics & Resource Services	4.524	4.602	0.078	0.078	Neighbouring Authorities not willing to share specialist plant, £0.050m. Further overspends relate to minor variances across the service area.	Keep under review as part of MTFS. Reported in Programme Tracker.
School Transport	4.972	5.105	0.133	0.128	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation of £0.125m.	WG have been consulted upon with regard to funding the additional costs. Funding highly unlikely due to Statutory provision requirements. Therefore, consideration will be required in the MTFS 2017/18 taking account of full year effect.

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Transportation	1.928	2.030	0.102	0.277	Estimated additional subsidy costs following re-procurement for covering former GHA services following the company going into liquidation of £0.285m. This includes the costs of former commercial services routes. Additional bus revenue funding of £0.300m has been awarded in 2016-17 for the North Wales Authorities, of which at this stage it has been assumed that FCC will receive up to £0.200m pending further discussions with the Authorities concerned.	Consideration in MTFs 2017/18 if no WG funding is forthcoming after 2016/17, taking account of full year effect.
Other Minor Variances	1.563	1.525	(0.038)	(0.026)		
Total Streetscene & Transportation	28.527	29.169	0.642	0.779		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Business						
Pollution Control	0.474	0.539	0.065	0.063	Additional costs for 2x temporary EHO posts (funding due from Corporate) plus 1 EHO post funded by SLA with Community & Enterprise.	
Minor Variances	1.158	1.131	(0.027)	(0.021)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Community						
Licensing	(0.017)	(0.072)	(0.055)	(0.047)	Higher than expected levels of Licensing income .	
Minor Variances	0.932	0.869	(0.063)	(0.065)		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Development						
Development Management	(0.339)	(0.003)	0.336	0.288	Shortfall from Planning Application Fee income, at period 09 the shortfall has increased to £275k as the economy has not continued to recover to the extent which the 3 year Business Plan forecast. This has resulted in a lesser volume of applications being submitted than previously predicted.	Continue to monitor application numbers and fee income received.
Minor Variances	0.190	0.188	(0.002)	0.002		Continue to monitor committed expenditure and reduce/remove commitments where possible.
Access						
Minor Variances	1.322	1.266	(0.056)	(0.028)	This variance is due to a number of small variances (each less than £0.050m) within the Access service.	Continue to monitor committed expenditure and reduce/remove commitments where possible.
Shared Services						
Shared Services	0.165	0.165	(0.000)	0.000	No variance.	Continue to monitor committed expenditure and reduce/remove commitments where possible.

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Strategy						
Strategy	0.832	0.840	0.008	0.044	Minor variances.	Continue to monitor committed expenditure and reduce/remove commitments where possible.
Management Strategy						
Management Strategy	0.412	0.484	0.072	0.085	Unachieved business efficiencies	Continue to monitor committed expenditure and reduce/remove commitments where possible.
Total Planning & Environment	5.130	5.407	0.277	0.321		
Education & Youth						
Inclusion & Progression	7.075	7.095	0.020	0.066	Favourable variance movement on Out of County placements. Includes other minor variances.	A Task and Finish group is operational. An Invest to Save post has been identified to support a reduction in the overspend. Improved monitoring systems are being developed and implemented. Detailed review of all placements is ongoing.
Minor Variances	4.349	4.277	(0.073)	(0.065)	This variance is due to a number of small variances (each less than £0.050m) within the Education & Youth portfolio.	
Total Education & Youth	11.424	11.371	(0.053)	0.000		
Schools	87.742	87.742	(0.000)	(0.000)		

**Budget Monitoring Report
Council Fund Variances**

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
People & Resources						
HR & OD	2.280	2.204	(0.076)	(0.074)	The projected underspend is mostly due to current workforce vacancies.	Continue to monitor and review.
Corporate Finance	2.388	2.436	0.048	0.075	Minor variances.	Continue to monitor and review.
Minor Variances	0.000	0.000	0.000	0.000		
Total People & Resources	4.668	4.640	(0.027)	0.000		
Governance						
Legal Services	0.642	0.680	0.038	0.036	Minor variances.	Continue to monitor and review.
Democratic Services	1.872	1.885	0.013	0.022	Minor variances.	Continue to monitor and review.
Internal Audit	0.434	0.365	(0.068)	(0.068)	The projected underspend is due to workforce vacancies.	Current vacancies are expected to remain vacant until the end of the financial year while the level of service is being assessed with this reduced capacity.
Procurement	0.166	0.272	0.106	0.031	No income is projected for supplier charging.	The impact of no longer charging suppliers £50 for access to Flintshire County Councils software purchasing portal will result in an ongoing pressure which will need to be considered as part of the MTFS.
Business Support	0.001	0.001	0.000	0.000	No variance.	
ICT	4.602	4.588	(0.014)	0.043	Minor variance.	Continue to monitor and review.
Minor Variances	0.000	0.000	0.000	0.000	No variance.	
Total Governance	7.716	7.791	0.075	0.064		

**Budget Monitoring Report
Council Fund Variances**

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 1						
Public Libraries & Arts, Culture & Events	1.602	1.586	(0.016)	(0.016)	Minor variances.	Continue to monitor and review.
Museums	0.064	0.070	0.005	0.000	Minor variances.	Continue to monitor and review.
County Archives	0.281	0.281	0.000	(0.004)	Minor variances.	Continue to monitor and review.
Leisure	4.000	4.099	0.099	0.093	The CAT transfer at Holywell Leisure Centre is now expected to be phased between the end of December 2016 and 1st March 2017. This results in a pressure of £0.070m this year which is associated with continuing to operate the centre as a Council prior to full handover to the community to ensure continuity of operation. Other minor variances of £0.029m.	As reported at Cabinet on 17th January, the 2016/17 and 2017/18 budgets will be used to deliver the Play Areas and Play Scheme programme. We request to carry forward £0.105m for the play area match funding schemes as, although the schemes are agreed in 2016/17, all expenditure will take place in 2017/18.
Community Assets	0.024	0.026	0.002	0.000	Minor variances.	Continue to monitor and review.
Minor Variances	0.000	0.000	0.000	0.000	No variance.	
Total Organisational Change 1	5.972	6.062	0.091	0.073		
Organisational Change 2						
Property Asset And Development	0.590	0.305	(0.286)	(0.280)	(£0.260m) salary savings as a result of the proposed staffing restructure. (£0.026m) minor variances.	Keep under review.
CPM & Design Services	0.703	0.550	(0.152)	(0.130)	(£0.152m) additional income projected as a result of an increase in maintenance and design fees.	Keep under review.
Industrial Units	(1.239)	(1.045)	0.194	0.181	£0.194m shortfall in industrial rent which is being met from in-year salary savings.	Keep under review.
Catering	0.792	0.692	(0.100)	(0.097)	(£0.100m) additional income from increased school meal uptake and increased uptake in the Bistro.	Keep under review.
Minor Variances	1.726	1.659	(0.067)	(0.049)		
Total Organisational Change 2	2.572	2.160	(0.412)	(0.376)		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Chief Executive	3.154	3.116	(0.038)	(0.042)	Minor variance.	Continue to monitor and review.
Central and Corporate Finance	21.814	19.817	(1.996)	(1.995)	An underspend of (£2.998m) within the Central Loans and Investment Account, (£0.111m) is due to reduced level of borrowing, and higher than projected income from investments, (£2.887m) is due changes to the Minimum Revenue Provision (MRP) policy as agreed by Cabinet on 6th December 2016. Additional Matrix Rebate income of (£0.135m). Workforce Efficiencies showing an underachievement of £0.278m. Additional Income Generating Activities, an in-year underachievement of £0.300m, though work is continuing to identify areas of opportunity. In year pressure £0.193m due to non domestic rates liability on a Commercial Property. In year underspend on Audit Fees of (£0.088m). Windfall Income, in year pressure £0.125m.	Central Loans and Investment Account, keep under review. Keep under review. Pressure included in 2017/18 Budget. Continue to review additional income generation opportunities as part of Deloitte's review. Pressure included in 2017/18 budget. Keep under review. Keep under review.

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
					Pension Deficit Recovery pressure of £0.245m, due to opt out rates. There is an underspend of (£0.070m) on centrally held inflation. Support Service areas have decreased, impacting on the recharge by £0.140m. Minor variances of £0.014m.	Keep under review and consider impact alongside actuarial review. Keep under review in case of any emerging in-year issues. Support Services, work is ongoing to review the impact.
Grand Total	251.984	249.897	(2.087)	(1.076)		

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)
Workforce Efficiency.	0.500	0.224	(0.276)
Total Central & Corporate Finance	1.000	0.424	(0.576)
Chief Executive's			
Voluntary Sector Grants review.	0.070	0.080	0.010
Total Chief Executive's	0.070	0.080	0.010
People & Resources			
Finance Modernisation	0.135	0.108	(0.027)
Total People & Resources	0.135	0.108	(0.027)
Education & Youth			
School Modernisation.	0.187	0.123	(0.064)
Total Education & Youth	0.187	0.123	(0.064)
Organisational Change 1			
Community Asset Transfers.	0.544	0.474	(0.070)
Total Organisational Change 1	0.544	0.474	(0.070)
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			
Telephone Contact Centre savings.	0.100	0.000	(0.100)
Energy Efficiency Framework.	0.050	0.030	(0.020)
SHARP Framework.	0.020	0.000	(0.020)
Galw Gofal Contract Fees.	0.030	0.015	(0.015)
Council Tax Reduction Scheme.	0.329	0.619	0.290
Total Community & Enterprise	0.529	0.664	0.135
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)
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	0.180	(0.020)
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	0.870	0.490	(0.380)
Planning & Environment			
Staffing - service review.	0.127	0.088	(0.039)
Various Planning Efficiencies.	0.101	0.000	(0.101)
Total Planning & Environment	0.228	0.088	(0.140)
		%	£
Total 2016/17 Budget Efficiencies Met from Contingency Reserve			11.282
Revised Efficiency Target		100	10.521
Total Projected 2016/17 Budget Efficiencies Underachieved		11	1.137
Total Projected 2016/17 Budget Efficiencies Achieved		89	9.384

APPENDIX 4

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		(0.146)
Less - allocation from contingency reserve to meet costs of summer play schemes		(0.076)
Less - allocation from contingency reserve to meet shortfall in the essential car user allowance efficiency		(0.211)
Less - allocation from contingency reserve to meet shortfall in the community asset transfers efficiency		(0.200)
Less - allocation from contingency reserve to meet shortfall in the rationalisation of household recycling centres efficiency		(0.250)
Less - allocation from contingency reserve to meet shortfall in the Flint car park income efficiency		(0.100)
Less - allocation from contingency reserve to meet shortfall in the County Hall car park income efficiency		(0.100)
Less - allocation from contingency reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Plus - projected underspend as at Month 9		2.087
Total projected Contingency Reserve as at 31st March 2017		5.279

Budget Monitoring Report
Housing Revenue Account Variances
MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(31.796)	(31.946)	(0.150)	(0.110)	The projected underspend is £0.150m. £0.029m of this figure relates to additional rent income. This is partly because tenants have moved into Custom House properties earlier than expected and also because void rent loss is less than budgeted. £0.077m relates to savings on void properties such as council tax and costs of respite. £0.050m relates to the provision for bad debts on rent. The remaining £0.006m relates to minor pressures.	
Capital Financing - Loan Charges	7.285	7.098	(0.187)	(0.187)	The projected underspend of £0.187m relates to a reduction in the anticipated borrowing costs apportioned to the HRA. This is due to the reduction in Flintshires total borrowing requirement and the reduction in interest rates following the BREXIT referendum	
Estate Management	1.530	1.499	(0.031)	(0.031)	Minor variance	
Landlord Service Costs	1.202	1.202	(0.005)	(0.001)	Minor variance	
Repairs & Maintenance	9.546	9.043	(0.503)	(0.127)	The projected underspend of £0.503m consists of £0.092m savings on staff costs because of vacant positions. £0.065m relates to anticipated savings on fleet recharges. This is because some of the expenditure relating to work on disabled adaptations can be capitalised. £0.051m relates to reduced expenditure on materials. £0.090m relates to a reduction in recharges to other departments. £0.373m relates to savings on subcontractor budgets (see appendix 1 for narrative). The remaining £0.012m relates to minor variances.	
Management & Support Services	2.232	2.247	0.015	0.040	Minor variance	
Capital Expenditure From Revenue (CERA)	10.077	10.975	0.898	0.453	£0.898m relates to an increase in CERA which will contribute towards capital WHQS expenditure on void properties. This is a re-classification of expenditure from revenue to capital.	
Contribution To / (From) Reserves	(0.080)	(0.118)	(0.037)	(0.037)	Minor variance	
Total Housing Revenue Account	0.000	0.000	0.000	(0.000)		



CABINET MEETING

Date of Meeting	Tuesday 14 February 2017
Report Subject	Prudential Indicators 2017/18 - 2019/20
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

Under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code), authorities are required to set a range of Prudential Indicators (PI's). This report provides details of the Council's Prudential Indicators for 2017/18 – 2019/20:

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

RECOMMENDATIONS

1	<p>That members approve and recommend to the County Council on 14 February 2017:-</p> <ul style="list-style-type: none"> • The Prudential Indicators for 2017/18 - 2019/20 as detailed in Section 1 of the report. • Delegated authority for the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (1.19 - 1.20).
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REPORT DETAILS

1.00	EXPLAINING THE PRUDENTIAL INDICATORS
1.01	<p>Background</p> <p>The Prudential Code has been developed by the Chartered Institute of Public Finance & Accountancy (CIPFA) as a professional code of practice to support local authorities in determining their programmes for capital investment in fixed assets. Local authorities are required by Regulation to have regard to the Prudential Code when carrying out duties under Part 1 of the Local Government Act 2003.</p>
1.02	<p>The framework established by the Prudential Code is intended to support local strategic planning, local asset management planning and robust option appraisal. The objectives of the Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice.</p>
1.03	<p>The Prudential Code sets out the indicators that must be used, and the factors that must be taken into account in preparing such.</p>
1.04	<p>Considerations</p> <p>The prudential indicators required by the Prudential Code are designed to support and record local decision making; they are not designed to be comparative performance indicators - the use of them in this way would be likely to be misleading and counter-productive. They are considered in parallel with the treasury management indicators required by the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes, as reported elsewhere on this agenda.</p>
1.05	<p>The Prudential Code recognises that in making capital investment decisions, and in reviewing the prudential indicators, the Council must have regard to the following:-</p> <ul style="list-style-type: none"> • Service objectives, e.g. strategic planning for the authority • Stewardship of assets, e.g. asset management planning • Value for money, e.g. option appraisal • Affordability, e.g. implications for Council Tax and housing rents • Prudence and sustainability, e.g. implications for external borrowing • Practicality, e.g. achievability of the forward plan <p>The Code does not specify how the Council should have regard to these factors, but instead concentrates on the means by which it demonstrates that the proposals are affordable, prudent and sustainable.</p>

1.06	Affordability is the ultimate constraint on the amount that a local authority can spend or borrow. In practice, when making a decision to invest in a capital asset, the authority must do more than simply determine whether it can afford the immediate cost. In order to ensure long term affordability, decisions have to be prudent, and, in the long term, sustainable. Borrowing has to be prudent because, since future interest rates and revenue streams are uncertain, it must involve an element of risk. Furthermore, if the council is unable to deliver its capital programme, or to afford the cost of running and maintaining the new facilities, the chosen level of capital investment will not be sustainable in the long term. Prudence and affordability are related concepts.																																			
1.07	The Prudential Code specifies that prudential indicators are required to be calculated for the forthcoming financial year and 2 subsequent financial years.																																			
1.08	<p>Housing Revenue Account (HRA)</p> <p>As reported to Cabinet previously, the Council along with all other Welsh Councils, exited the HRA negative subsidy system in 2015/16, the final sum payable, to HM Treasury via Welsh government (WG), was £79.248m. This has released revenue savings into the HRA which has allowed the Council to invest in upgrading its existing stock and to increase the supply of social housing in the county.</p>																																			
1.09	<p>Prudential Indicators for Capital Expenditure</p> <p>Based on those resources currently allocated (including specific grants, but excluding any rephasing of expenditure from 2016/17 to future years), the estimates of capital expenditure to be incurred in 2017/18 (and the following two years), are as indicated in Table 1 below.</p> <p>Table 1</p> <table border="1" data-bbox="355 1373 1355 1762"> <thead> <tr> <th colspan="5">CAPITAL EXPENDITURE</th> </tr> <tr> <th></th> <th>2016/17</th> <th>2017/18</th> <th>2018/19</th> <th>2019/20</th> </tr> <tr> <th></th> <th>Estimate</th> <th>Estimate</th> <th>Estimate</th> <th>Estimate</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Council Fund</td> <td>25.243</td> <td>19.435</td> <td>18.586</td> <td>11.214</td> </tr> <tr> <td>Housing Revenue Account</td> <td>25.933</td> <td>27.744</td> <td>25.712</td> <td>24.920</td> </tr> <tr> <td>Total</td> <td>51.176</td> <td>47.179</td> <td>44.298</td> <td>36.134</td> </tr> </tbody> </table>	CAPITAL EXPENDITURE						2016/17	2017/18	2018/19	2019/20		Estimate	Estimate	Estimate	Estimate		£m	£m	£m	£m	Council Fund	25.243	19.435	18.586	11.214	Housing Revenue Account	25.933	27.744	25.712	24.920	Total	51.176	47.179	44.298	36.134
CAPITAL EXPENDITURE																																				
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1.10	This is in line with the capital programme proposals in the Council Fund Capital Programme – 2017/18 – 2019/20 report and the HRA budget report which are included elsewhere on this agenda.																																			
1.11	The capital expenditure totals essentially provide the base financial data from which all other indicators follow.																																			

Prudential Indicators for Affordability

1.12 Estimates of the ratio of financing costs to net revenue stream for 2017/18 based on those expenditure assumptions outlined in the Council Fund and Housing Revenue Account (HRA) budget report (both included elsewhere on this agenda), are as included in Table 2 below; these indicators of affordability address the revenue implications of the Council’s financial strategy.

Table 2

RATIO OF FINANCING COSTS TO NET REVENUE STREAM				
	2016/17	2017/18	2018/19	2019/20
	Estimate	Estimate	Estimate	Estimate
	%	%	%	%
Council Fund	6.1%	5.1%	5.2%	5.2%
Housing Revenue Account	24.6%	25.2%	25.9%	25.6%

The Council Fund net revenue stream is the amount to be met from Welsh Government (WG) grants and local taxpayers, and the HRA equivalent is the amount to be met from WG grants and from rent payers. The estimate of financing costs includes the current commitments and the proposals included in the capital programme report.

The HRA ratio, calculated in accordance with the Prudential Code, reflects the increase in financing costs attributable to the settlement payment required to exit the HRA negative subsidy system.

1.13 The Prudential code requires that the estimate of the incremental impact of capital investment decisions as proposed in the capital budget report, over and above capital investment decisions that have previously been taken by the Council, are reported in terms of their impact on Band D Council Tax and Housing Rents.

The Council Fund Capital Programme contains a number of new capital schemes which invest in assets and / or reconfigure models of service provision, over and above decisions taken in previous years. They are pivotal to support the delivery of the Council’s strategic priorities outlined in portfolio business plans and the Improvement Plan.

1.14 At the present time there is an overall shortfall in projected general capital funding, with specific shortfalls in 2018/19 and 2019/20. To meet this shortfall the Council will potentially have to borrow to fund the schemes which would increase revenue costs, the incremental impact of which on Band D Council Tax is shown in Table 3 below.

The Council's intention is to fund the shortfall from a combination of future capital receipts, alternative grants, and by phasing schemes overall several years. Borrowing would therefore be used as a last resort and therefore the estimates in Table 3 represent the worst case scenario.

Table 3

ESTIMATED INCREMENTAL IMPACT OF CAPITAL INVESTMENT			
	2017/18	2018/19	2019/20
	Estimate	Estimate	Estimate
	£	£	£
Council Fund	0.00	1.44	2.52
Housing Revenue Account	Nil	Nil	Nil

The HRA Capital Programme contains no new capital expenditure decisions, over and above the 30 year Business Plan which was approved by Council in 2016/17 including upgrading existing housing stock to Welsh Housing Quality Standards, and building new social housing.

Prudential Indicators for Prudence

1.15 Estimates of the capital financing requirement, for 2017/18 are shown in Table 4 below:

Table 4

CAPITAL FINANCING REQUIREMENT				
	2016/17	2017/18	2018/19	2019/20
	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m
Council Fund	187.654	208.091	214.154	217.441
Housing Revenue Account	112.202	120.711	129.650	135.817
Total	299.856	328.803	343.804	353.259

1.16	<p>The capital financing requirement measures the Council’s underlying need to finance capital expenditure by borrowing or other long-term liability arrangements.</p> <p>In accordance with best professional practice, the Council does not associate debt with particular items or type of expenditure. The authority has an integrated treasury management strategy and has adopted the CIPFA Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. The Council has, at any point in time, a number of cash flows both positive and negative, and manages its treasury position in terms of its debt and investments in accordance with its approved Treasury Management Policy and Strategy.</p> <p>In day to day cash management, no distinction can be made between revenue cash and capital cash. External debt arises as a consequence of all the financial transactions of the Council and not simply those arising from capital spending. In contrast, the capital financing requirement reflects the Council’s underlying need to finance capital expenditure by borrowing or other long-term liability arrangements.</p>
1.17	<p>CIPFA’s Prudential Code for Capital Finance in Local Authorities includes the following; gross debt and the capital financing requirement, as a key indicator of prudence.</p> <p><i>‘In order to ensure that over the medium term debt will only be for a capital purpose, the local authority should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional financing requirement for the current and next two financial years’.</i></p> <p>The purpose of the indicator is to ensure authorities are only borrowing in the medium to long term for capital purposes.</p>
1.18	<p>The Corporate Finance Manager reports no difficulty in meeting this requirement for the future period to which the prudential indicators apply. This view takes into account current commitments, existing plans, and all budget proposals.</p>
1.19	<p>Prudential Indicators for External Debt and Treasury Management</p> <p>In respect of its external debt, it is recommended that the Council approves the authorised limits shown in Table 5 overleaf for its total external debt gross of any investment for the next three financial years. These limits separately identify borrowing from other long term liabilities such as finance leases. The Council is asked to approve these limits and to delegate authority to the Corporate Finance Manager, within the total limit for any individual year, to effect movement between the separately agreed limits for borrowing and other long term liabilities, in accordance with option appraisal and best value for money for the authority. Any such changes made will be reported to the Council at its meeting following the change.</p>

Table 5

AUTHORISED LIMIT FOR EXTERNAL DEBT				
	2016/17	2017/18	2018/19	2019/20
	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m
All Borrowing	303	340	346	352
Other Long Term Liabilities	24	35	35	35
Total	328	375	381	387

The authorised limits are consistent with the Council's current commitments, existing plans and the proposals in the capital programme report, and with its approved Treasury Management Strategy 2017/18. They are based on the estimate of most likely, prudent position with, sufficient headroom over and above this to allow for operational management, for example unusual cash movements. Risk analysis and risk management strategies have been taken into account, as have plans for capital expenditure, estimates of the capital financing requirement and estimates of cash flow requirements for all purposes.

1.20 Council is also asked to approve the operational boundary for external debt for the same period, shown in Table 6. The proposed operational boundary for external debt is based on the same estimates as the authorised limit but reflects directly the estimate of the most likely, prudent provision, without the additional headroom included in the authorised limit to allow for example for unusual cash movements, and equates to the maximum of external debt projected by this estimate.

The operational boundary represents a key management tool for in year monitoring. Within the operational boundary, figures borrowing and other long term liabilities are separately identified. Council is also asked to delegate authority to the Corporate Finance Manager, within the total operational boundary for any individual year, to effect movement between the separately agreed figures for borrowing and other long term liabilities, in a similar fashion to the authorised limit. Any such changes will be reported to Council at its next meeting following the change.

Table 6

OPERATIONAL BOUNDARY FOR EXTERNAL DEBT				
	2016/17	2017/18	2018/19	2019/20
	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m
All Borrowing (Cap/Rev)	273	320	326	332
Other Long Term Liabilities	9	20	20	20
Total	283	340	346	352

1.21	<p>It should be noted that actual external debt is not directly comparable to the authorised limit and operational boundary, since actual external debt reflects the position at a point in time.</p> <p>Council is asked to note that the authorised limit determined in 2017/18 (see section 1.18 above) will be the statutory limit determined under section 3 (1) of the Local Government Act 2003.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	There are no resource implications as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	No consultation is required or carried out.

4.00	RISK MANAGEMENT
4.01	Decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications which carry a variety of risks. This report assess the affordability, prudence and sustainability of the capital plans to manage those associated risks.

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Various Welsh Government papers.</p> <p>Contact Officer: Liz Thomas - Finance Manager, Technical Accountancy Telephone: (01352) 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs</p> <p>Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset</p> <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>Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority's objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the Asset Management Plan (AMP) to form a single document</p> <p>Council Fund - The fund to which all the Council's revenue and capital expenditure is charged</p> <p>Disposal - The decommissioning or transfer of an asset to another party</p> <p>Financing - The process of allocating resources to meet the cost of capital expenditure, which can be done on a project, asset or whole programme basis. This contrasts with making the invoice payments relating to capital expenditure, which should be managed within the authority's overall treasury management policy</p> <p>General Capital Grant - Annual capital grant from Welsh Government which the Council decides how to use the funding.</p> <p>Housing Revenue Account - The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p>Local Government Borrowing Initiative (LGBI) - Similar to supported borrowing. In recent years as Welsh Government funding has been under pressure, schemes that would have been funded by capital grant have been funded by LGBI. Welsh Government provides the revenue support for borrowing costs incurred by the Council in borrowing to fund capital schemes (the difference with supported borrowing being that it's for a specific purpose aligned to Welsh Government priorities). LGBI has recently been used for highways maintenance and is now being used to part fund the Welsh Government element of the 21st century schools programme.</p> <p>Non-current Asset - A resource controlled (but not necessarily owned) by an authority, from which economic benefits or service potential are expected</p>

to flow to the authority for more than 12 months

Prudential Code - The code of practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority's duty to determine the affordability, prudence and sustainability of its capital investment needs

Prudential Indicators - Required by the **Prudential Code**, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment

Revenue Expenditure - All expenditure incurred by an authority that cannot be classified as capital expenditure

Revenue Financing - Charges made to the revenue account to finance capital expenditure. May also be referred to as Capital Expenditure charged to Revenue Account (CERA).

Non-current Asset - A resource controlled (but not necessarily owned) by an authority, from which economic benefits or service potential are expected to flow to the authority for more than 12 months

Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing - Each year Welsh Government provide Council's with a Supported Borrowing allocation. Council's borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council decides how this funding is spent.

Unsupported Prudential Borrowing - Borrowing administered under the **Prudential Code**, whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.



CABINET

Date of Meeting	Tuesday 14 th February 2017
Report Subject	Minimum Revenue Provision – 2017/18 Policy
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

Local Authorities are required each year to set aside some of their revenue resources as provision for the repayment of debt.

Regulations require an authority to each year make an amount of Minimum Revenue Provision (MRP) which it considers to be 'prudent'. The Regulations themselves do not define 'prudent' provision. Welsh Government (WG) has provided guidance which makes recommendations to local authorities on the interpretation of the term and authorities are required to prepare an annual statement of their policy on making minimum provision.

As part of the budget strategy for 2017/18 officers critically reviewed the Council's 2016/17 MRP policy along with our treasury management advisors and recommended that changes be made to parts of the policy. Detailed reports and presentations were made to Cabinet, Corporate Resources Overview and Scrutiny Committee and Council through November and December 2016 outlining the review and the recommended changes. Changes to the 2016/17 and the 2017/18 policy were approved at the December 2016 Council meeting.

This report restates the revised 2017/18 MRP policy as part of the suite of 2017/18 budget setting reports being considered by Cabinet and Council during February 2017.

RECOMMENDATIONS

1	<p>Members approve and recommend to County Council for Council Fund (CF) outstanding debt that:-</p> <ul style="list-style-type: none"> • Option 3 (Asset Life Method) be used for the calculation of the MRP in financial year 2017/18 for the balance of outstanding capital expenditure funded from supported borrowing fixed as at 31st March 2016. The calculation will be the 'straight line' method over 50 years. • Option 3 (Asset Life Method) be used for the calculation of the MRP in 2017/18 for all capital expenditure funded from supported borrowing from 1st April 2016 onwards. The calculation will be the 'straight line' or 'annuity' (where appropriate) method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits. • Option 3 (Asset Life Method) be used for the calculation of the MRP in 2017/18 for all capital expenditure funded from unsupported (prudential) borrowing or credit arrangements.
2	<p>That members approve and recommend to the County Council for Housing Revenue Account (HRA) outstanding debt:-</p> <ul style="list-style-type: none"> • Option 2 (Capital Financing Requirement Method) be used for the calculation of the HRA's MRP in 2017/18 for all capital expenditure funded by debt.
3	<p>Members approve and recommend to County Council that MRP on loans from the Council to NEW Homes to build affordable homes through the Strategic Housing and Regeneration Programme (SHARP) (which qualify as capital expenditure in accounting terms) be as follows:-</p> <ul style="list-style-type: none"> • No MRP is made during the construction period (of short duration) as the asset has not been brought into use and no benefit is being derived from its use. • Once the assets are brought into use, capital repayments will be made by NEW Homes. The Council's MRP will be equal to the repayments made by NEW Homes. The repayments made by NEW Homes will be classed, in accounting terms, as capital receipts, which can only be used to fund capital expenditure or repay debt which is a form of MRP. The capital repayment / capital receipt will be set aside to repay debt, and is the Council's MRP policy for repaying the loan.

REPORT DETAILS

1.00	EXPLAINING THE MINIMUM REVENUE PROVISION
	Background to Capital Expenditure and Financing
1.01	<p>Capital expenditure is defined as expenditure to acquire, enhance or prolong the useful life of non-current assets, those which have a useful life of more than one year e.g. buildings or infrastructure improvements.</p> <p>Capital expenditure is funded from a combination of capital receipts, revenue contributions, specific grants and debt in the form of borrowing or other long term financing arrangements such as leasing.</p> <p>Borrowing can be either:</p> <ul style="list-style-type: none">• Supported borrowing - funding is provided by Welsh Government through the Revenue Support Grant to cover the revenue debt financing costs of interest and repayment costs; or.• Unsupported borrowing (commonly referred to as prudential borrowing) – Councils have the freedom to determine the level of borrowing considered affordable in revenue debt financing costs with no support from Welsh Government.
1.02	<p>The annual charge to the revenue account for repaying debt is known as the Minimum Revenue Provision (MRP).</p> <p>Local Authorities are required each year, under the Capital Finance and Accounting Wales Amendment Regulations 2008, to set aside some of their revenue resources as provision for the repayment of debt.</p> <p>Regulation 22 of the 2008 Regulations requires an authority to, make an amount of MRP each year which it considers to be 'prudent', though the Regulations themselves do not define 'prudent' provision.</p> <p>Regulation 21(B) of the 2008 Regulations requires local authorities to have regard to guidance issued by Government.</p>
1.03	<p>The Welsh Government has issued guidance for the setting of MRP policy. It states that the broad aim of prudent provision is to ensure that the debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by the Welsh Government, reasonably commensurate with the period implicit in the determination of that grant.</p> <p>The WG guidance provides 4 options for making 'prudent provision' outlined below but states in its informal commentary that:-</p>

	<p><i>'The options are those likely to be most relevant for the majority of authorities but other approaches are not meant to be ruled out, provided they are fully consistent with the statutory duty to make prudent revenue provision. Authorities must always have regard to the guidance, but having done so, may in some cases consider that a more individually designed MRP approach is justified.</i></p> <p><i>The decision on what is prudent is for the Authority and it is not for the Welsh Government to say in particular cases whether any proposed arrangement is consistent with the statutory duty.'</i></p>
1.04	In a recent letter to all local authorities the Auditor General for Wales concurred that it is for each authority to determine what is a 'prudent' policy.
	Options for Prudent Provision within WG Guidance
1.05	<p>Option 1 - Regulatory Method</p> <p>For capital expenditure funded from supported borrowing which is supported through funding in the Revenue Support Grant (RSG), authorities may continue to use the formula specified in the Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (the regulations which preceded the 2008 Regulations).</p> <p>Under this method the outstanding capital expenditure (known as the Capital Financing Requirement CFR) funded from supported borrowing less Adjustment A is written down annually by 4% on a reducing balance basis. Adjustment A is a commutation adjustment, a fixed value determined by changes to statutory regulations referred to above (which all Welsh Council's will have).</p> <p>The method implies that borrowing will be repaid over a 25 year period (in that $100\% / 4\% = 25$), however as the calculation applies the 4% to the reducing balance it takes much more than 25 years to fully repay the borrowing.</p> <p>The method is commensurate with the methodology used in the Revenue Support Grant to allocate revenue funding from WG to finance debt, as it also uses the 4% reducing balance method on notional outstanding debt.</p>
1.06	<p>Option 2 - Capital Financing Requirement Method</p> <p>The same as Option 1 without adjusting for Adjustment A, which results in a higher charge.</p>
1.07	<p>Option 3 - Asset Life Method</p> <p>Provision is made over the estimated life of the asset for which debt is undertaken.</p>

	<p>This can be calculated using the 'straight line' method or the 'annuity' method. To illustrate the difference, as an example an asset which is purchased at a cost of £4m which has an estimated useful life of 50 years;-</p> <ul style="list-style-type: none"> • Straight line method - equal annual MRP charge £4m / 50 years = £0.080m • Annuity or inflation method – annual MRP charge that takes the time value of money in the form of inflation into consideration Year 1 = £0.047m Year 2 = £0.048m Year 3 = £0.049m Year 4 = £0.050m Year 5 = £0.051m
1.08	<p>Option 4 - Depreciation Method</p> <p>Alternatively, provision is made in accordance with the standard rules for depreciation accounting. The method is similar to option 3 above</p>
1.09	<p>Welsh Government guidance requires that either option 3 or 4 be used for all capital expenditure which is to be financed by unsupported borrowing or other long term liabilities. Options 1 and 2 are not permitted for this use.</p>
	<p>Housing Revenue Account (HRA)</p>
1.10	<p>Following the introduction of self-financing for the HRA and the voluntary exit from the negative subsidy system on 31st March, 2015, from 1st April 2015 the calculation of the HRA MRP is now similar to the Council Fund as set out above, with the following modifications:</p> <ul style="list-style-type: none"> • Options 1 and 2 - the percentage is 4% for the Council Fund and 2% for the HRA; and • Options 1 and 2 can be used in relation to capital expenditure incurred before 1st April 2021. After that date only Options 3 and 4 may be used.
1.11	<p>The Council approved loans to its wholly owned subsidiary NEW Homes for the purpose of building affordable homes. The loans qualify as capital expenditure and therefore need to be part of the MRP policy. At its meeting on 14th June 2016 the Council approved the MRP calculation for loans to NEW Homes as outlined in recommendation 3 above.</p>
	<p>Practical Considerations</p>
1.12	<p>The useful life of an asset will vary depending on the class of asset concerned; a vehicle or ICT equipment may be financed over 5 years whereas a new school over 50 years. Judgements about the useful life will need to be made on an individual basis as expenditure is incurred.</p>

1.13	Large capital projects may take a number of years to complete, for example the 21 st Century Schools building programme. In this instance the MRP is incurred in the year after the asset has become operational, rather than during the construction phase.
1.14	<p>The MRP on most assets will be calculated on a 'straight line' basis, with consideration being given to an 'annuity' method when appropriate including:</p> <ul style="list-style-type: none"> • Where the flow of benefits from an asset are expected to increase in later years, for example capital schemes promoting administrative efficiencies or revenues that increase over time • Capital schemes whose purpose is to generate income that will increase with inflation over time for example rents from house building
1.15	<p>It is important to note that the capital financing position on outstanding capital expenditure (the Capital Financing Requirement) and the Council's level of external borrowing are not the same.</p> <p>Regulations stipulate that the Council can only borrow for capital purposes. However in day to day cash management, no distinction can be made between revenue cash and capital cash. External debt arises as a consequence of all the financial transactions of the Council and not simply those arising from capital spending. (Though checks are in place to ensure the Council does not borrow in the medium to long term for revenue purposes, as referred to in the Prudential Indicator report included elsewhere on the agenda).</p> <p>In practice the Council is under borrowed, this arises when the level of external borrowing is below the capital financing position on outstanding capital expenditure. The Council through its treasury management processes makes use of available cash arising from reserves etc. to fund capital expenditure and has 'internally' borrowed to an extent. This cash would otherwise have been invested at very low rates of return. External borrowing would also be that much more, at higher borrowing interest rates than any returns on cash invested. Such activities are considered best practice and are done so in accordance with the Council's Treasury Management Policy Statement, Strategy, Schedules and Practices.</p>
1.16	<p>The MRP annual charge to the revenue account is based on the Capital Financing Requirement (the outstanding capital expenditure). It is not the same as the cash repayment of external borrowing.</p> <p>The simplified example below illustrates the difference: Assume a 10 year maturity loan of £15m is taken out to fund capital expenditure of £15m on an asset with a life of 20 years.</p> <p>The annual MRP charge to the revenue account on straight line asset life basis is $\text{£}15\text{m} / 20 \text{ years} = \text{£}0.750\text{m}$.</p>

	At year 10, the loan is repaid from cash on the balance sheet at £15m, but only £0.750m x 10 = £7.5m has been charged through the Council's revenue account. A decision would need to be made, either to take out another 10 year loan, or fund from internal cash resources for that 10 year period, dependent on the Council's position at that time.
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2.00	RESOURCE IMPLICATIONS
2.01	The 2017/18 Council Fund and HRA budgets provide for the MRP charges in accordance with the calculations set out in the report.
2.02	There are no other resource implications as a direct result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	In changing the Council's MRP policy during the year detailed discussions took place with the Council's treasury management advisors, senior internal officers and key Cabinet members. Wales Audit Office were also consulted as external auditors.
3.02	The revised MRP policy was reviewed by Cabinet and Corporate Resources Overview and Scrutiny Committee before being approved at County Council as part of Stage 2 of the 2017/18 budget in December 2016.

4.00	RISK MANAGEMENT
4.01	<p>The impacts of an MRP policy has long term effects that cannot be readily undone and therefore carries a significant amount of associated risk for future generations.</p> <p>The Well-being of Future Generations (Wales) Act 2015, when fully enacted, will put in place a requirement to;</p> <p><i>“act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs”.</i></p> <p>It also requires that authorities take account of, amongst other things;</p> <p><i>“the importance of balancing short term needs with the need to safeguard the ability to meet long term needs”.</i></p> <p>The MRP policy ensures that costs are spread evenly amongst the tax and</p>

	rent payers benefiting from the capital expenditure. This is not considered as compromising the ability of future generations to meet their own needs merely that future generations pay for assets from which they benefit from using.
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5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Hyperlink to Council Fund Stage 2 Budget 2017/18 report to Council 6th December 2016 http://committeemeetings.flintshire.gov.uk/documents/s40871/201718%20Council%20Fund%20Budget%20Stage%202.pdf?LLL=0</p> <p>Contact Officer: Liz Thomas – Finance Manager, Technical Accountancy Telephone: (01352) 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure that extends the life or value of an existing asset</p> <p>Capital Financing Requirement (CFR): A measure of the capital expenditure incurred historically by an authority that has yet to be financed from capital receipts, capital grants or revenue financing.</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>Minimum Revenue Provision (MRP): A charge made to the Council Fund to repay borrowing taken out for capital expenditure. Authorities must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Government.</p> <p>Prudential Code: The code of practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority’s duty to determine the affordability, prudence and sustainability of its capital investment needs.</p> <p>Revenue Expenditure: All expenditure incurred by an authority that cannot be classified as capital expenditure</p> <p>Revenue Support Grant (RSG): Is paid to each authority to cover the cost</p>

of providing standard services less the Council Tax income at the standard level.

Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing: Each year Welsh Government provide Council's with a Supported Borrowing allocation. Council's borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council decides how this funding is spent.

Unsupported Prudential Borrowing: Borrowing administered under the **Prudential Code**, whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.

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CABINET

Date of Meeting	Tuesday, 14 February 2017
Report Subject	Self-Evaluation of Education Services
Cabinet Member	Cabinet Member for Education
Report Author	Chief Officer (Education & Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

Flintshire County Council undertakes an annual self-evaluation against the framework for Local Authority education services established by Estyn. The report includes a copy of the current self-evaluation and requests Members' consideration of this.

RECOMMENDATIONS

1	That Members contribute their evaluative ideas and evidence in relation to the latest draft self-evaluation.
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REPORT DETAILS

1.00	EXPLAINING THE SELF-EVALUATION PROCESS
1.01	<p>The prime purpose of self-evaluation is to lead to service improvements, including in outcomes achieved by learners. Self-evaluation is not an exercise that can be carried out by leaders or a task-group working in isolation. It can be influential only when team members, school based colleagues, Councillors, partner organisations and learners are able to contribute their ideas to the process, are aware of the findings and take action based upon them.</p>
1.02	<p>Estyn's manual sets out that self-evaluation is a process, not a one-off event. At the heart of self-evaluation are three questions:</p> <ul style="list-style-type: none">• How well are we doing?• How do we know?• How can we improve things further?
1.03	<p>The process of self-evaluation should be continuous and an embedded part of Local Authority work, as part of the cycle which includes planning for improvement, undertaking improvement work and monitoring and evaluating improvement. The emphasis should always be on an evaluation of the impact of each aspect of provision on the standards and wellbeing of learners.</p>
1.04	<p>Self-evaluation should be based on a wide range of information about strengths and areas for improvement which is collected throughout the year, including:</p> <ul style="list-style-type: none">• analysis of data from examinations, tests or evaluation activities at an individual learner, course, learning area, subject, department, school or agency level, as well as at whole Local Authority level;• evaluating the quality of the educational services being offered to schools and their impact on learners;• focusing the work and outcomes of the scrutiny committee;• evaluating the quality of planning and evaluation, recording and reporting;• sampling the views of stakeholders;• auditing practice against policies and procedures such as those for safeguarding or health and safety;• reviewing progress against strategic plans;• reviewing how well the authority is implementing national policies; and• researching best or different practice from other Local Authorities and providers of education and training services to children and young people.
1.05	<p>The attached Self-Evaluation document outlines the views and findings of officers and partners regarding the education services operating within Flintshire.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The Self-Evaluation document outlines the perceived strengths along with key issues and challenges. The resource implications of these will be identified through the development planning process which builds on the self-evaluation.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The document has been co-constructed with input from Local Authority Officers, GwE partners and school representatives.
3.02	Education & Youth Scrutiny provides the opportunity for Members to participate in the process of self-evaluation.

4.00	RISK MANAGEMENT
4.01	The Self-Evaluation process feeds into the Portfolio development plan which outlines the associated risks and mitigating factors.
4.02	<p>Areas of risk identified through the self-evaluation process include:</p> <ul style="list-style-type: none"> • Availability of suitable experienced leaders to take on Headship roles; • The ability of regional partnership arrangements to deliver effectively whilst offering value for money; • Continue to improve standards for learners whilst reducing the number of learners who are Education Other Than at School (EOTAS); • The ability of the LA and schools to respond effectively to the proposed Additional Learning Reforms against a backdrop of reducing budgets; and • Capacity to deliver the School Modernisation Programme.

5.00	APPENDICES
5.01	Appendix 1 – Draft Self-Evaluation 2016

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Estyn LA Handbook:</p> <p>https://www.estyn.gov.wales/inspection/inspection-guidance/local-authority-education-services-children-and-young-people</p> <p>Contact Officer: Ian Budd Chief Officer (Education & Youth)</p>

Telephone: 01352 704010 E-mail: ian.budd@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
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7.01	<p>GwE: Regional School Improvement Service commissioned by Flintshire County Council.</p> <p>EOTAS: Education Other Than At School applies to children and young people who do not access their education within a maintained school setting. Examples of alternatives are independent schools, pupil referral units and home education.</p> <p>Estyn: The education & training inspectorate for Wales.</p> <p>School Modernisation Strategy: Flintshire County Council has a strategy which guides its statutory work in terms of ensuring sufficient and suitable education provision for children across the county.</p>
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**SELF EVALUATION
DOCUMENT
DECEMBER 2016**

Current performance:

Overall, the present quality of Education Services is adequate and the capacity to improve outcomes is also adequate

- Outcomes at all Key Stages have improved in recent years. There have been particularly positive improvements in primary school categorisation (under the national model) and in learner outcomes at Foundation Phase, Key Stage 2 and Key Stage 3.
- The percentage of learners leaving school without a qualification and the number of young people not in education, employment or training (NEET) are low. At 1.3% in 2015 the proportion of Year 11 NEETS was lowest in Wales and lowest ever Flintshire figure for the second consecutive year.
- School inspection outcomes throughout the current six year inspection cycle are in line with the ranking expectations for Flintshire.
- Public confidence in local education is high. People in Flintshire gave the second highest rating for the state of education in the 2015 National Survey for Wales (7.1 Flintshire, 7.2 Conwy).
- Support for additional learning needs and social inclusion is good. Safeguarding arrangements are robust and monitored carefully.
- Levels of unauthorised attendance in both primary and secondary schools remain significantly below the national average and with the secondary schools achieving the lowest national level of 0.4%.
- Service and team plans link well to Directorate and Corporate priorities. Senior leaders understand clearly the impact of wellbeing, safeguarding and regeneration on educational outcomes.
- The Local Authority has made good progress in developing its School Modernisation programme.

However:

- The proportion of schools requiring follow-up activity after an inspection is still too high. There is a need for the benchmark performance of schools to continue to improve at the end of Foundation Phase and at the end of Key Stage 4.
- The Local Authority needs to maintain the work to promote further improvement in primary and secondary school attendance by supporting a reduction in the levels of authorised absence.
- The Local Authority needs to continue to improve in all phases of education, including improving the percentage of pupils achieving higher levels in subjects and CSI at the end of each Key Stage.
- In contrast to earlier self-evaluations there are key signs that we need to focus increased effort in renewing school improvement approaches to secure improved learner outcomes at Key Stage 4, including raising the level 2 inclusive in six schools by raising maths and /or English outcomes.
- This also requires a focus on securing consistency of self-evaluation, improvement planning, governance and leadership across secondary schools.
- We need to continue work to reduce the gap between FSM and non-FSM pupils by improving outcomes for FSM pupils.
- Schools need to focus on further developing Welsh 1st language and performance of pupils in National Tests.

Capacity to Improve:

- Key plans align well at all levels and senior leaders work in a positive way with a range of strategic partners across public services and third sector to set high level priorities together.
- The Authority and its partners have a clear commitment to learners and developing a learning culture in the county.
- The Authority has a track record of identifying and intervening where hurdles to effective working hinder progress.
- Senior leaders have taken difficult decisions which are responded to proactively.
- The Authority analyses data and first-hand evidence well to make accurate evaluations of the quality and impact of services and monitor trends and unmet needs.
- The Authority has addressed all of the recommendations from previous Estyn inspections well.
- The Authority has a good record of effectively managing its education budget, improving efficiency and utilising additional external grants to enhance our offer.
- Political and officer accountability and scrutiny of performance within the Education & Youth Portfolio is robust. Scrutiny has examined difficult aspects of the Authority's work and has informed decision making by the Cabinet well.
- The collaborative arrangements for School Improvement in North Wales are maturing and are beginning to "add value" to local educational provision.

However:

- The Authority still needs to take further key decisions in relation to school organisation to deliver efficient use of resources to benefit learners.
- The Authority needs to have successfully implemented major organisational and service change to meet budgetary constraints for forthcoming years.
- The regional school improvement model remains in an early stage of development and needs to continue to develop its approach to meeting local needs.

Recommendations:

1. Improve benchmark performance of schools at the end of Foundation Phase and Key Stage 4.
2. Continue to improve the performance of disadvantaged pupils (in receipt of free school meals) and other underperforming groups (e.g. boys and pupils with additional learning needs).
3. Continue to improve school attendance where performance is low and below the median.
4. Continue work to maintain NEETs at 16+ at a low level.
5. Further develop the secondary school improvement strategy, including the school-to-school support programme.
6. Progress the restructure of Education Other Than at School (EOTAS) and wider inclusion service provision.

Key Question 1: How good are the outcomes?

Quality Indicator: 1.1 Standards

Outcomes:

- Results and trends in performance compared with national averages, similar providers and prior attainment
- Standards of groups of learners
- Skills

End of Phase Data Analysis:

Whilst performance against headline attainment indicators over the last three years has, overall, been below our expected ranking levels at Foundation and Key Stage 2 based on FSM benchmarking, some key indicators continue to improve, particularly at Key Stage 2.

Outcomes across all main indicators in Foundation Phase in 2016 were either static or saw a slight dip in 2016 e.g. 86.9% Outcome 5 in Foundation Phase Outcome Indicator (FPOI) compared to 87.0% in 2015 (-0.1%). This very small drop impacted on Flintshire's benchmarked position for the FPOI, dropping from 9th to 13th. While Mathematical Development in 2015 and 2016 remained at 90.2%, LCE and PSD experienced dips of 0.6% and 0.9% respectively. LCW dropped by 3.1% and is a targeted area for improvement in the five Welsh medium schools within the authority. Since 2014 the FPOI in Flintshire has increased by 2.4%, so the trend is generally positive, but the priority going forward is that this dip is reversed in 2017 and outcomes in all assessed areas continue to improve.

In 2015-16 the performance of boys in the FPI continued to improve but that of girls dipped by 0.6%. Over the last five years, girls have continued to outperform boys in all assessed areas of learning at Outcome 5 but the gap has closed over the last five years by 2.2%. Data shows that performance at the higher level (FPO6) improved in LCE and MDT compared to 2015 but dropped in LCW and PSD. While the gap between e-FSM and n-FSM closed slightly in 2016, it remains too wide at -18.5%. Improving performance in Foundation Phase, particularly for FSM pupils and boys remains a key priority of the LA's Improvement Plan.

At Key Stage 2, the Core Subject Indicator (CSI) performance in 2016 improved strongly on the previous year by 2.2% to 90.1%. This places Flintshire 5th in Wales, above its expected benchmark position of 6th. The CSI has increased by 4% overall from 2014. The improvement trend continues across virtually all subjects in KS2 except for W1L which dipped from 86.4% in 2015 to 84.3% in 2016 so is an area of focus for the Local Authority. Progress in the CSI was made by both boys and girls and the gap between boys and girls has narrowed to -4.4%, the lowest for three years. At KS2, performance at the higher level 5 also improved across nearly all subject areas with a dip of 1.4% in Welsh First Language compared to 2015. The gap between e-FSM and n-FSM learners reduced significantly between 2015 and 2016 from 18.6% to 9.4% and is now at its lowest level for 5 years.

The regional target setting tool is now established in schools and is being used effectively by school leaders and Challenge Advisers with the aim of securing

sustained improvement and ensuring appropriate interventions for learners in need of support to achieve expected outcomes. The national categorisation profile has improved in Flintshire over the last twelve months with seven more primary schools moving into Standards Group 1. The number of schools in Standards Group 3 also reduced by seven schools. The profile of support categories for primary schools has also improved with no schools in the 'Red' category for two years, a reduction in the number of schools in 'Amber' from 11 to 8 and an increase in 'Green' schools from 11 to 19.

At Key Stage 3 outcomes continued the trend of improvement in 2016 with county aggregate outcomes higher than in 2015 in nearly all core and non-core subjects. The CSI places Flintshire at its expected benchmark position of 6th. Welsh 1st Language has significantly improved (16.8%) and the upward trend remains in Maths, Science and Welsh 2nd Language. There were very slight dips in English, MFL, Music and D&T. The CSI has been on a strong upward trend for 5 years, with improvements for both boys and girls and the gender gap reducing to 5.7%, the narrowest for 4 years. At the higher levels, Flintshire's profile at Level 6 across all core subject areas improved and are above GwE and Wales averages, with the best improvement in Welsh 1st Language which increased by 26.8%. Performance of e-FSM pupils has improved over the last three years at CSI to 76.2% and is currently second best in the region, with the gap narrowing year on year.

At Key Stage 4 in 2016, outcomes at Level 2+ (including EOTAS) improved on the position in 2015 to 61.5% from 60.6% but this was short of the initial target of 68.1% and the final set of projections of 66.3%. This was the second best performance in the region in this indicator and places Flintshire 10th against its expected ranked position of 6th. The Capped Points in Flintshire in 2016 was 343.3, a slight improvement compared to the 2015 outcome of 342.1. The Level 1 threshold increased by 0.8% to 95.3% but the Level 2 threshold decreased slightly from 83.2% to 82.6%. Performance at the higher grades at GCSE (A*-A) increased by 0.4% to 14.5% but the percentage of e-FSM learners achieving the top grades remained static at 3% and is too low. All of these indicators are below modelled expectations so improving performance across all KS4 indicators for all pupils and particularly e-FSM pupils remains a key priority.

Out of the 12 mainstream secondary schools, 5 schools were within 1% of their final predictions but 7 schools were below, with some considerably below. Therefore, another focus of the authority's improvement plan and regional business plan is to ensure target setting, monitoring and intervention processes within schools achieve a closer match between targets/projections and final learner outcomes.

The model in Flintshire for Key Stage 5 varies across a range of provision including schools, local consortia arrangements and Coleg Cambria, making the analysis of performance more difficult. In 2016 Flintshire's performance at the Level 3 threshold of achieving 2 A Levels increased by 1.0% to 98.1%. However provisional data in pupil outcomes at particular grade levels experienced a drop e.g. A*-E grades dropped by 0.4%, A*-C dropped by 4.3% and at A*-A there was a drop of 4.4% from 2015. The focus of the LA/GwE improvement plan is to increase the percentage of higher grades at A level (C and above) and particularly at A*-A.

National Literacy & Numeracy Data Analysis:

The Flintshire average age standardised score in the English Reading Test is 100.2. The percentage of learners' standardised reading scores less than 85 increased by 0.4% in 2016 to 12.6%. However, this is below the Welsh average of 13.3%. Scores between 85 and 115 increased marginally by 0.2% to 69.1% which is above the Welsh average of 67.1%. The percentage of scores above 115 decreased by 0.8% to 15.6% and is below the Welsh average of 16.7%.

The Flintshire average age standardised score in the Welsh Reading Test is 99.5. The percentage of learners' standardised reading scores less than 85 increased by 1.7% in 2016 to 14.8%. However, this is below the Welsh average of 13.7%. Scores between 85-115 decreased by 3.9% to 68.5% which is just above the Welsh average of 68.3%. The percentage of scores above 115 increased by 0.6% to 14.4% and is below the Welsh average of 16.6%.

The Flintshire average age standardised score in the Procedural Numeracy Test is 99.5. The percentage of learners' standardised procedural scores less than 85 increased by 0.6% in 2016 to 13.2%. However this is slightly above the Welsh average of 13.1%. Scores between 85-115 increased marginally by 0.2% to 69.3% which is above the Welsh average of 67.9%. The percentage of scores above 115 decreased by 1.0% to 14.3% and is below the Welsh average of 16.1%.

The Flintshire average age standardised score in the Reasoning Numeracy Test is 101. The percentage of learners' standardised reasoning scores less than 85 increased by 1.5% in 2016 to 11.8%. However this is below the Welsh average of 12.5%. Scores between 85-115 decreased by 1.1% to 68.3% which is above the Welsh average of 67.5%. The percentage of scores above 115 decreased by 0.4% to 16.5% and is below the Welsh average of 16.8%.

Vulnerable Learners:

In 2015 the average points score for Looked After Children (LAC) was 248 which was close to the Welsh average of 269. The performance of learners from traveller families from Foundation Phase through to KS3 has generally shown a general positive trend of Improvement however, outcomes for 2016 appear to show a dip in performance as demonstrated by the table below. This is related to the small cohort of learners and the number of those with SEN. Continued engagement with the Traveller community has resulted in a positive engagement with education, with increasing numbers of pupils completing their education at Key Stages 3 and 4.

Percentage Achieving FPOI/CSI					
Key Stage	2012	2013	2014	2015	2016
FP	26%	50%	57%	60%	47%
KS2	33%	61%	50%	77%	45%
KS3	20%	50%	50%	66%	40%

Numbers of pupils with English as an Additional Language continue to increase. Outcomes for this cohort of pupils continues to have a positive upward trend as demonstrated below.

Outcomes for EAL pupils (NEWBES removed)				
	2012/2013	2013/2014	2014/2015	2015/2016
FP Indicator/ CSI	62%	77%	80%	81%
KS2 CSI	71%	79%	78%	78%
KS3 CSI	70%	73%	77%	83%
Level 1 threshold	93%	87%	100%	100%
Level 2 threshold	73%	83%	90%	91%
Key Stage 4 CSI	40%	35%	57%	45%

Progression:

Children and young people progress successfully to the next stage in their education and from school to further education, training or employment. The percentage of young people who are NEET has been significantly below average for Wales and has been on an overall downward trend between 2009 and 2015, with the lowest national level of 1.3% being maintained for 2 consecutive years. Work to minimise the level of young people not in education, employment and training is a high priority for the Public Service Board's Youth Engagement and Progression Framework. The 14-19 Network has a particular focus on reducing Year 11 NEETS and the partnership working with all providers and Careers Wales reduced the figure to just 1.3% in 2014 and 2015. Significant improvement has also been secured in reducing the number of year 11 pupils who access their education through the Portfolio of Pupil referral Units which has contributed to the low NEET figure.

Inspection Outcomes:

Inspection outcomes in primary and secondary phases in Flintshire during the 2015-16 cycle have presented a mixed picture and remain an area of focus for the Local Authority, supported by its regional partner, GwE. Out of the 9 primary schools inspected, 3 were judged as 'Good' in both key judgements with no follow up and one asked to provide a case study for excellent practice in a particular area of its provision. Another 3 schools received 'Good' judgements overall with minor issues requiring Local Authority Monitoring but a further three schools were inspected and judged to require Estyn Monitoring, which has brought the overall percentage of inspections with outcomes of 'Good or better' down to 66.6% which is lower than the figure for the 2014-15 cycle. All primary schools in follow up activity from the 2014-15 cycle were successfully removed during the year.

Inspection outcomes in secondary schools during the 2015-16 cycle have been disappointing with only 40% of those inspected graded as 'Good or better' in the key judgements. Of the 5 schools inspected, 2 were graded as 'Good' (with Local Authority monitoring), 1 was placed in Estyn Monitoring and 2 were placed in Special Measures.

This is a significant shift in the Local Authority’s inspection profile from previous years. Schools causing concern are the subject of close monitoring by the LA and GwE and there are clear action plans in place and highly focused support to ensure the removal of these schools from follow up in the shortest possible timescales. Where appropriate, leadership and governance arrangements have been strengthened in these schools and Accelerated Improvement Boards established comprising senior school leaders, key governors and senior officers of the Local Authority and GwE. Although the authority has a good track record in supporting schools being removed from categories, the overall priority is to reduce the number of schools being placed in follow up in the first instance and have more schools achieve judgements of ‘Good’ or ‘Excellent’. Increasing use of intervention powers are being made where schools cause concern to ensure challenge and support is timely and effective.

Inspection outcomes in the non-maintained sector where settings are funded to provide Early Years Foundation Phase were mostly positive in 2015-16. Out of the 9 settings inspected, one was judged to be ‘Excellent’ in Current Performance and Prospects for Improvement, 5 were ‘Good’ with only 1 of them requiring Local Authority Monitoring and 2 were judged to require Estyn Monitoring. One Welsh medium setting was moved from EM to Focused Improvement following a revisit – the setting had faced a number of staffing challenges over the year but is now making steady progress through the high levels of support from the Local Authority and Mudiad Meithrin.

<p>Key sources of evidence:</p> <ul style="list-style-type: none"> • Welsh Government statistical bulletins • All Wales Core Data Sets • Estyn Reports 	<p>Key issues & challenges:</p> <ul style="list-style-type: none"> • Continue to improve outcomes across key indicators in particularly Foundation Phase and Key Stage 4 • Continue to improve outcomes for e-FSM learners across all phases • Continue to improve outcomes at the higher than expected levels across all phases, particularly A*-A at GCSE and A*-A and A*-C at A level • Flintshire’s performance to match or exceed its expected FSM benchmark of 6th or better in more indicators • Reduce the number of schools being placed in Estyn follow up, particularly serious categories of concern
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Outcomes:

- Attitudes to keeping healthy and safe
- Participation and enjoyment in learning
- Community involvement and decision making

The Local Authority uses data well to work with schools and partners to identify those children and young people who are most at risk in relation to their wellbeing and learning outcomes. Families First funding is utilised to embed integrated approaches, systems and services targeted at supporting vulnerable children and young people.

Overall, school inspection reports indicate that learners exhibit good standards of behaviour, and that they are involved well in decisions about their life in the authority's schools or maintained settings. The inspection reports also show that learners participate well in learning activities. There are good outcomes in relation to the targets in the local authority and partnership plans.

Attendance in secondary schools is consistently above the Welsh average. WG verified data for the school year 2015/16 confirms a continuous upward trend in attendance at secondary level (93.3 % in 2012/13 to 94.3% in 2015/16), with unauthorised absence continuing to be at the lowest national level of 0.4%, significantly below the Welsh average of 1.3%.

Attendance within the primary sector has remained static at 94.7% for 2015/16. This remains below the Welsh average of 94.9% however, unauthorised absence (0.3%) remains significantly below the Welsh average of 1.1%.

Permanent exclusion levels are low. The local authority continues to work with schools to reduce the number of school days lost to exclusion. National statistics show an upward trend in the rate of exclusions (per 1000 pupils) of 5 days or fewer, 29.4 in 2012/13 to 30.0 in 2014/15 however the rate of increase is significantly lower when compared to the region. The rate of exclusion of 5 days or more was highlighted as a concern in the last Local Authority Estyn inspection, following which rates has shown a continuous downward trend, 2.9 in 2012/13 to 1.7 in 2014/15. The Managed Moves protocol is fully embedded and is used as one of the tools to support this.

Learners participate well in a comprehensive range of activities which contribute towards improving their wellbeing. Standards of wellbeing are good in nearly all schools inspected in the current cycle. Pupils enjoy happy, safe and purposeful environments. Standards of behaviour are good and children and young people develop their attitudes, beliefs, knowledge and behaviours well.

Learners engage well in provision which supports them to lead healthy lifestyles. They gain awareness of aspects such as substance misuse and receive recognition for learning achieved. Nearly all learners involved with school based counselling service report a positive impact on their lives and make considerable gains in confidence and in personal and emotional awareness. These learners respond well to interventions and demonstrate improvements in attitudes, behaviour, and educational attainment.

Four Flintshire Primary Schools have successfully gained the National Quality Award for Healthy Schools

The evidence from data is that there is good take-up of programmes of physical activity and participation rates in specific schemes are particularly high. Participation levels in sports development programmes and extra-curricular sports activities are good. The percentage of learners involved has increased over the last three years; in particular girls have been targeted and their participation has increased. The impact of these activities on healthy lifestyles is analysed well and learners report positive impact on their lives. The opportunities offered by grant funded projects e.g. Families First also enhances and sustains behaviour changes and decreases inequality of opportunity for access to provision.

Learners participate in, and influence the development of, strategic documents. They also develop specific versions to aid accessibility for other children and young people. Learner views shape decisions in some policy areas and school inspection reports indicate that learners are involved well in decisions about their lives in school and in our young people’s focused work outside formal education e.g. in Integrated Youth Provision.

The percentage of learners continuing in education or employment post 16 is the best in Wales. The level of young people not in education, training or employment is the lowest in Wales. Rapid positive progress is also being made with wider indicators such as job seekers allowance claimants between the ages of 16 and 24. The Authority’s Youth Engagement and Progression Framework has been praised by the Welsh Government. The Families First programme young people focused projects have been reviewed and a process of re-commissioning has been undertaken to ensure funding is targeted at the identified areas of need. This has resulted in some funding being directed towards a younger age range to identify those at risk of becoming NEET earlier and set up prevention strategies. Integrated Youth Provision has developed an innovative new project (Resilience project) in partnership with the third sector. Resilience complements the TRAC project and offers further additionally to support the TRAC delivery. The Dragons Den strategy for engaging employer mentors and young people in entrepreneurial activities is rapidly being rolled out across other Authorities following positive impact in Flintshire.

Key sources of evidence:	Key issues & challenges:
<ul style="list-style-type: none"> • Welsh Government statistical bulletins (attendance) • Attendance Action Plan • Integrated Youth Provision Plan 	<ul style="list-style-type: none"> • Continue to improve school attendance and increase the number of schools in quartiles 1 and 2. • Improve the attendance of pupils in receipt of FSM in both primary and secondary sectors. • Improve reintegration rates from PRUs, with a particular focus on key stage 3. • Continue to reduce the number and length of fixed term exclusions

Key Question 2: How good is provision?

Quality Indicator: 2.1 Support for school improvement

Outcomes:

- Local Authority support, monitoring, challenge and intervention
- The Authority's work in raising standards in priority areas, including curriculum support
- Support for school leadership, management and governance

The Local Authority provides effective and appropriate monitoring, support, challenge and intervention for all schools, including special schools and pupil referral units, delivered through GwE as a joint education service between North Wales Authorities. Flintshire's Chief Education Officer is now the regional lead director for the service, whilst the Cabinet Member for Education is an active member of the Joint Committee. Senior officers contribute to the leadership of school improvement strategies locally, regionally and nationally through leadership of professional networks.

Suitable arrangements are in place to support and challenge schools as a result of evaluations of standards, provision and leadership. Under a new risk based approach factors leading to schools causing concern are identified and shared more quickly and addressed at an earlier stage following implementation of new working arrangements with Challenge Advisors. However, there is a legacy of casework in a few secondary schools where underperformance and lack of resilience in governance and leadership were not recognised quickly enough and in last year's inspection cycles, two secondary schools have been placed in Special Measures.

There is a clear and co-ordinated response to support schools in need of significant improvement and those requiring follow-up visits by Estyn. The rate of improvement is either strong or very good in nearly all schools. Challenge Advisers know their link schools well which has also resulted in better quality pre-inspection reports for Estyn. There is a very close match between pre-inspection reports and the final Estyn outcome in nearly all reports.

Schools fully understand that support is proportionate to need and that underperforming schools receive more support and challenge. There is clear differentiation and definition in the support, challenge and intervention given to schools. Both formal and informal feedback from Headteachers indicates that there is robust challenge for improvement. Effective consultation with Headteacher Federations in Flintshire and through the GwE User Group continue to shape the future development of the service to ensure it delivers the appropriate support across all schools in the authority to enable them to succeed.

Partnership agreements clearly set out arrangements to support, monitor, challenge and intervene in schools. Work with specific schools in amber and red categories has been characterised by clear timetables for action and definitive agreed targets and outcomes. As the service which undertakes termly monitoring visits on behalf of the authorities, GwE is well-informed about standards of achievement in schools, and this is supported by the judgements of the institutions themselves in evaluation questionnaires.

Data and contextual information are used forensically to categorise schools based on the national model matrix and to agree on an appropriate level of intervention and support. This is supported by robust dialogues with schools and LA officers before the final judgement is reached and submitted for regional and national moderation.

The impact of the work of Local Authority and GwE officers has been more significant in underperforming schools where a high percentage have become mature in their use of data when evaluating and findings trends, identifying areas for improvement and when prioritising courses of action in relation to standards. These schools are characterised by more coherent whole school models e.g. in relation to target setting procedures where more intelligent use of assessments, FFT data, FSM family performance thresholds and lines of regression are used consistently between and across phases or departments. However, a more consistent approach must be taken to ensure that all schools across the performance range are challenged on their performance and specifically on the achievements of individual pupils/groups of pupils.

Regular contacts are made with every school to monitor and challenge standards and quality of leadership. Those schools of concern locally or/and in an Estyn follow-up category are visited more frequently. The findings of these visits are used to help authorities determine a risk category for their schools and to target additional support. In each instance, a report is sent to the Headteacher and Chair of Governors, with GwE's work firmly integrated into local School Performance Monitoring Practice. As a result of this additional support and the intensified scrutiny and accountability most schools have made good progress. In specific instances, the Challenge Adviser attends meetings of the Governing Body and School Performance Monitoring Group to present their reports. Each monitoring visit has a focus area, however standards of achievement and progress towards priorities and targets, the quality of teaching and assessment and the strength of governance and accountability are a common thread. Self-evaluations and School Development Plans are crucial to driving improvements within institutions and are therefore central to all discussions with schools.

Under the standard model, the autumn visit focuses additionally on outcomes; the spring visit on standards of achievement in learners' books; and the summer visit on quality of leadership at all levels. In an attempt to ensure consistency and transparency of visits, a matrix is used to reach a judgement on the quality of the various elements. This ensures that regional themes are operational, that good practices are identified and shared, and that further support is targeted on a risk basis. As a result of the above action [and specific focus on joint observation and scrutiny], the capacity of the Senior Management Teams and Middle Leaders to evaluate quality of teaching and learning in schools, has improved. However, a minority of schools need further support to evaluate standards in specific departments.

There has been a relentless focus on standards in those schools which have been targeted and there is evidence from a number of sources, including Estyn inspection and end of key stage performance that many of those schools have improved radically over the last few years. It is judged that strategies and procedures for challenging and supporting those schools which were significantly underperforming, by GwE and Local Authority officers have been very effective and have resulted in firm improvements. This has been particularly evident in the primary schools in Flintshire and the current

focus has now shifted to secondary schools in the authority where performance is polarising to either 'Excellent/Good' or 'Unsatisfactory.'

Although there are strengths in the support element of GwE's work with amber/red category school e.g. developing more robust self-evaluation procedures and more effective use of data, which has resulted in improvements across both sectors, there has been a shift in practice during 2015-16 to ensure that a more appropriate balance is struck between challenging and supporting so that all schools can easily access quality guidance, across a range of aspects and priorities. More capacity within GwE to offer specific curriculum support, particularly in the secondary phase, is being extended and there is emerging evidence that this is starting to have a positive impact on improving learner outcomes by improving the skills of targeted teachers, but also by improving the skills of departmental managers in leading their teams to achieve greater consistency in and between departments.

The current model of GwE support for 'Green' and 'Yellow' schools continues to evolve in order to support these self-improving schools to achieve and maintain excellence. High performing schools are encouraged to participate in peer challenge and support mechanisms, school to school support projects and pioneer programmes. Flintshire schools are disproportionately represented in national pioneer programmes, recognising not only that they have school improvement expertise to share but also their willingness to collaborate. Formal and informal networks e.g. Foundation Phase clusters, subject forums etc. are used to share best practice more widely.

Whole school reviews, jointly undertaken by GwE Challenge Advisers, Local Authority officers and schools' senior management teams, have improved capacity at school level and help to develop the concept of shared leadership. Effective strategies have been established to respond to national priorities that focus on raising standards in priority areas.

Developing Leadership:

As well as prioritising leadership as part of termly monitoring visits, work with a number of schools and individuals using a targeted approach has been intensified, particularly in the secondary sector. There are several examples of Challenge Advisers working with 'good practice' school head teachers to provide target schools with guidance and support – in the form of individual sessions or group workshops. Good practice has been shared in strategic forums and presented directly to category schools too. A range of training or guidance sessions have been delivered by either the LA or GwE for senior and middle leaders across a range of developmental work. GwE are delivering training across the range of leadership positions, including middle and senior leaders and Flintshire schools are actively encouraged to send appropriately identified staff. Effective NPQH selection, support and assessment processes are operational with current recognised effective leaders within the education sector in North Wales used for delivery of the programme. Future leaders are identified by senior managers within the Local Authority and opportunities for secondments and filling 'Acting' leadership positions are brokered where appropriate at the invitation of a governing body.

All Challenge Advisers have been trained to act as a member of the relevant Governing Body panel and ensure that Performance Management procedures in

Flintshire schools are completed effectively within the regulations. Effective use is made of the Autumn Term Monitoring Visit to collate evidence for determining possible objectives and progress is monitored in subsequent meetings.

Specific work has been undertaken with schools where Governance is causing concern, including advising, coaching and strengthening governing bodies to increase the rigour of challenge and support within the school community. Bespoke governance support in Flintshire schools is commissioned by Local Authority senior managers through the School Performance Monitoring Group where there is evidence that this requires strengthening. Governing Bodies who have received this additional support have confirmed its impact as positive. The Authority has placed appropriate emphasis on supporting governing bodies to analyse performance data more robustly. As a result, most governing bodies in Flintshire have a good understanding of how their school performs in relation to other, similar schools. Work has been undertaken collaboratively in North East Wales to upskill Governors and Elected Members with priority given to improving their understanding of data and of the requirements of challenging Headteachers.

School to School Collaboration:

GwE Challenge Advisors monitor and evaluate progress on a termly basis to ensure accountability and effective progress across the region and school>school collaboration is now included as a line of inquiry in all termly monitoring visits. School leaders have jointly presented progress with the Flintshire model to a meeting of the Authority's Scrutiny Panel.

As part of the wider strategy, and the multi-layered approach, GwE and the Local Authorities, in partnership with Headteachers, have identified best practice relating to leadership and teaching and learning. Schools/departments and individuals, supported by GwE funding, operate as lead practitioners to support peers. In Flintshire, Mold Alun is leading for Science developments across the region. The Secondary Forums have continued to operate with administration and leadership passing over from the Local Authority to GwE. This ensures that there is access to a wider support package for schools and that the support is rooted in best regional practice. The model also allows for capacity building within the authority's best performing schools.

Promoting and Developing the Welsh Language:

The Local Authority's Welsh in Education Strategic Plan (WESP) was approved by Welsh Government and is the driver for improving Welsh outcomes for learners and promotion of the Welsh language and Welsh medium education. The WESP Forwm meets regularly and demonstrates strong partnership working between the LA and its partner organisations e.g. Mudiad Meithrin, Menter Iaith Sir y Fflint, Urdd Gobaith Cymru, Coleg Cambria and Syfflag. The partnership has proved effective in developing and enriching opportunities for learners in individual school communities.

The LA's Welsh Advisory Team provides universal support to all Flintshire schools but also targets individual schools in need of improvement for both first and second language. A comprehensive programme of training is delivered locally and with other LAs in the region. Flintshire actively promotes Headteachers, teachers and classroom support staff to access the appropriate sabbatical courses and take up rates on these

extended courses are one of the highest in the region. Siarter Iaith is used successfully to support and extend Welsh language development in the Welsh medium sector and the authority is beginning to develop a similar approach for English medium schools (Cymraeg Campus) by developing a project based on the successful model used in Pembrokeshire. In the non-maintained sector delivering Early Years Foundation Phase the Local Authority has extended its number of funded Welsh medium settings from 5 to 7 in recent years and all are supported by Welsh speaking Advisory Teachers.

The improvement in Welsh 2nd Language standards at Key Stage 2 and Key Stage 3 over the last few years is positive trend e.g. Level 4+ at KS2 has improved from 53.2% in 2012 to 79.4% in 2016. Level 5+ at KS3 has improved from 71.8% to 86.4% in the same time period, ranking Flintshire 2nd in the region for both phases. The manager of the Welsh Advisory Team is a member of the national panel for Securing Teacher Assessment (STAP) and the whole team are involved in delivering cluster moderation in Welsh for KS2 and 3 which encourages greater consistency and improves teachers' skills.

The take up of the full GCSE Welsh course in Flintshire's secondary schools has been disappointing in the past and too many pupils leave Flintshire schools without any qualification in Welsh. In 2016 71% of pupils in the authority's English medium schools were entered for a Welsh GCSE – 25% taking the full course and 75% taking the short course. In the full course group, 80.4% of pupils achieve grades A*-C. In the short course group 57.4% achieved A*-C. Some pupils undertook and achieved NVQs in Welsh at varying levels. The change to the WJEC examination structure for Welsh GCSE from 2017 onwards where only the full course will be offered should improve participation rates but schools are already reporting concerns about staffing expertise and curriculum time. These issues are referenced in the LA's Welsh in Education Strategic Plan.

However, performance in W1L in the authority's Welsh medium primary schools at Foundation Phase and Key Stage 2 has not improved at the desired rate and is an area of joint focus between the FTPSO, Welsh Advisory Teacher for Welsh medium schools and the GwE Challenge Adviser connected to all five schools.

Developing 14-19 Provision:

An effective regional infrastructure has been operational for a number of years and an experienced steering group, under the lead of a regional co-ordinator, oversees all developments related to the phase. As a result, the region has ensured that all maintained secondary schools and FE colleges within North Wales have met their statutory local curriculum requirements at pre and post 16. Aspects of the work have led to national recognition and specifically in relation to collaboration between FE Colleges and schools. The focus of the local 14-19 Network is on Youth Engagement and Progression in line with national guidelines and in 2015 the Network introduced courses for KS4 learners designed to help maintain the place of more learners at their school. The IOSH training provided for staff from all schools the Inclusion Service has facilitated access to Extended Work Experience placements, supporting more bespoke educational packages for pupils.

A Post 16 Steering Group has been established to oversee and drive the local provision for Flintshire pupils. This has been identified as a requirement given the changes made to the provision offered to pupils and comprises of headteachers, FE representation and LA officers.

Post 16 provision – SEREN, post 16 focus group – anything in Jeanette’s section? – I’ve added the info above about Post 16, not done anything about Seren.

Developing the Foundation Phase:

Flintshire’s use of the Education Improvement Grant continues to provide a full-time Foundation Phase Training and Support Officer (FPTSO) and an Early Years Foundation Phase Advisory Team (Early Entitlement). Pupil:adult ratios in Foundation Phase classes in Flintshire are maintained at 1:10 for Nursery & Reception classes and 1:15 in Years 1&2. A comprehensive programme of training on Foundation Phase pedagogy and leadership in both schools and funded settings is delivered throughout the year. Attendance at these professional development sessions is very high and evaluations consistently rate them as very good. There is clear evidence from visits notes and observations by LA and GwE Advisers that these opportunities are impacting positively on practice. Recommendations relating to Foundation Phase practice are rarely included in Estyn reports in Flintshire schools. Local Authority led moderation sessions are acknowledged to be good practice by the GwE Senior Challenge Adviser for Foundation Phase (this is not a consistent feature of all LAs in the GwE region) and even though this moderation activity is not statutory, all Flintshire schools participate. Where pedagogy and outcomes in schools are in need of further development, the LA’s FPTSO and the school’s Challenge Adviser work in partnership to secure a consistent approach to support, leading to more effective improvement. In the case of Welsh medium schools this partnership approach includes the participation of the Welsh Advisory Team. However, the stalling of progress in the Foundation Phase outcomes in 2016 is disappointing and does not reflect the amount of effort being made in this area so it remains an improvement priority for the LA.

Training for the introduction of the Foundation Phase Profile was successfully delivered to all schools and funded non-maintained settings ready for implementation in September 2015. The roll out of this new assessment framework across Flintshire has been successfully achieved and positive feedback received. Since April 2015 each Local Authority, including Flintshire, has contributed to the funding of a Senior Challenge Adviser within GwE from its EIG allocation to improve the co-ordination of support and training, improve the consistency of teacher assessment and moderation and to ensure a very strong focus on raising the achievements of all pupils in Foundation Phase across the region. Flintshire’s Senior Manager for School Improvement and FPTSO influence policy and practice at a regional level with the FPTSO recently taking a lead role in developing and delivering regional training in four out of the six Local Authorities in the north.

Changes to the delivery model for qualified teacher support into funded non-maintained settings to include local teacher practitioners in schools linked to approximately 20 playgroups alongside a reducing central advisory team has been successful. There is clear evidence of settings and schools sharing best practice which is impacting positively on learners, it is encouraging greater partnership working and sharing of resources and most importantly improving the quality of transition for

children from playgroups into school based nursery classes. The central advisory team (Early Entitlement) provide training and support to the teacher practitioners, undertake regular reviews with the schools and settings involved and quality assure the programme.

School Performance Monitoring Group:

Schools that need the most support to improve are challenged by the Chief Education Officer, Senior Manager for School Improvement, Elected Members and GwE officers through the School Performance Monitoring Group (SPMG) to accelerate improvement. The SPMG has been successful in securing improvement in targeted schools, particularly in the primary sector. During 2015-16 and for the foreseeable future, this group will be strongly focused on secondary schools causing concern as the increasingly positive profile of primary sector performance evidenced through learner and school national categorisation model outcomes now means a shift in focus is necessary.

The selection of schools to be part of the Monitoring Group is based on:

- Local Authority/GwE agreed outcomes on 'Capacity to Improve'
- Estyn Outcomes
- Data Profile
- Risk Factors e.g. ineffective leadership, weak governance

From September 2015 this proven methodology has been extended to six Flintshire's secondary schools with aspects of vulnerability and in need of enhanced support and challenge.

The national categorisation system is ensuring consistency in how schools are evaluated and supported. The Partnership Agreement ensures that schools have a good understanding of this process and of the level of support they can expect in order to bring about improvement. In most cases, the criteria are used appropriately to target strategic intervention.

The proportion of schools identified as requiring follow-up monitoring as a result of inspection remains too high in comparison with other authorities. The Authority has recently used appropriate powers to improve schools through the School Performance Monitoring Group and issues warning notices where required.

Supporting National Priorities – Literacy, Numeracy & Digital Competence:

A regional Literacy and Numeracy Strategy has been delivered in collaboration with key partners including representatives from schools and Local Authority teams, who are still delivering support on specific aspects of this agenda e.g. Welsh Advisory Teams, Foundation Phase Training & Support Officer, Early Years Foundation Phase Advisory Team. Support continues to be allocated in response to requests from Challenge Advisors and focuses on individual teachers with regards to planning and delivery of the Literacy and Numeracy Framework. In schools where the support is most effective there is clear evidence that it leads to an improvement in the quality of teaching, as noted by Estyn or GwE reviews.

Regular training on aspects of literacy and numeracy continue to be offered to schools through the GwE development programme which is advertised via the GwE website

and are accessed by Flintshire practitioners. Leadership development programmes have been developed by GwE specifically for Literacy and Numeracy co-ordinators to build and extend leadership capacity in schools in order to raise standards. Improving the standardised age scores of more able pupils (115+) across all aspects of the national tests remains a priority.

With the introduction of the Digital Competency Framework from September 2016, all Flintshire schools are currently involved in updating their self-evaluations and developing improvement priorities to support this national priority. Training is being delivered by the regional Digital Leaders on different aspects of the Framework and the use of Hwb and this is being supported by further specific professional development ICT opportunities in key areas supported by the Local Authority e.g. Foundation Phase and Welsh language. Attendance by Flintshire practitioners at these events is high and evaluations are good.

Key sources of evidence	Key issues & challenges
<ul style="list-style-type: none"> • LA/School Partnership Agreement • Hub meetings • Pre termly monitoring visit briefing documents for Challenge Advisers • GwE termly monitoring visit reports • LA Officer Reports & Visit Notes • Training evaluations • Notes from LA's SPMG meetings • Flintshire Welsh in Education Strategic Plan • Analysis of feedback from stakeholder survey following all termly visits. • Prospectus of GwE Development Programme for Leadership. • School to School Regional Strategy • Action Plan re: deployment of underspend to support School to School Support Strategies • Regional Literacy and Numeracy Strategy • Report to Education & Youth Overview & Scrutiny Committee on Federations & Clusters and school performance 	<ul style="list-style-type: none"> • Reduce the number of schools requiring follow-up activity as a result of inspection • Ensure that Regional / Hub arrangements deliver value for money • Impact on performance and outcomes in targeted schools • Increase level of challenge and support for 'coasting' good schools so that they become excellent schools • Further strengthen the role of the Governing Body as a 'critical friend' in schools • Further improve the quality of support to improve self-evaluation and improvement planning in schools • Further develop work to improve the use and quality of the Welsh Language through Siarter Iaith and Cymraeg Campus • Support English medium secondary schools to embed full course Welsh GCSE and improve standards

Quality Indicator: 2.2

Support for Additional Learning Needs

Outcomes:

- Work to meet its statutory obligations in respect of children and young people with additional learning needs (ALN)
- Work in raising standards for children and young people with ALN
- Provision for children and young people with ALN, including provision that is commissioned and/or provided by or with other agencies
- Work with parents and carers of children and young people with ALN

The support for additional learning needs and education inclusion is good. Flintshire County Council is compliant with the requirements of the various Acts. An effective process for updating policies and plans is in place. The Local Authority has delegated resources to schools to meet the needs of children with severe and complex needs. The formula for this budget's allocation has been reviewed as part of a wider funding formula review in Education. There are clear and widely understood protocols and decision-making processes to assess and decide on support for pupils with additional learning needs. Nearly all pupils with additional learning needs have access to an appropriate range of support and make good progress.

Assessments are carried out at an early stage. Timescales for completing the statutory process and issuing statements are good (89.7% without exceptions, 98.6% with exceptions for 2015/16). This is significantly above the Welsh average of 68.1% and 94.5% respectively. Pupils placed by the Authority in independent special schools have their learning and behavioural needs assessed before placement and monitored subsequently.

There is effective and co-ordinated advice and support for parents and carers of children and young people supported through the Parent Partnership, which has a positive impact on outcomes. The Family Information Service provision is a central one stop shop with an excellent website which also supports parents and carers to access appropriate up to date relevant information and support and signposts to a varied menu of provision from all sectors. There is good continuation of services and effective transition support to help children and young people move between different stages of learning.

Support for additional learning needs and inclusion is good. Most pupils with statements, and others identified as having additional learning needs, achieve well and are in mainstream schools. Well-developed consultation with schools enables the authority to delegate most of its resources for additional learning needs. It effectively monitors the impact of these resources on pupils' progress.

The Authority has been successful in reducing the number of appeals to the SEN Tribunal for Wales and this figure remains consistently low (1 appeal in 2013-2014 and 1 appeal in 2014-15). It is working to reduce the percentage of pupils with statements of special educational needs whilst balancing this with appropriate access to support for pupils.

Schools receive good training to develop their expertise in meeting a range of needs. Appropriate training is helping staff to understand pupils' additional needs in order to support individual development planning. The local authority is responding proactively to the proposed integration of Person-Centred planning (PCP) into the national reforms. A second phase of training is underway with a focus on embedding processes following the initial awareness training. A number of Beacon Schools have been identified who have embraced PCP and these are supporting the progression and development of other schools.

Officers work together and share information well. They make good use of provision mapping to hold schools to account about pupils' achievements.

<p>Key sources of evidence:</p> <ul style="list-style-type: none"> • SENTW Annual Report • Education Improvement Plan 	<p>Key issues & challenges:</p> <ul style="list-style-type: none"> • Capacity of schools to provide tiered provision for Children & Young People with ALN and to record the progress of pupils with ALN • Support schools in readiness for ALN reform.
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Quality Indicator: 2.3 Promoting social inclusion and wellbeing

Outcomes:

- Work to promote social inclusion and wellbeing of all children and young people, including behaviour, preventing exclusion and education otherwise than at school (EOTAS)
- Promoting attendance and keeping children and young people in education, employment and training
- Youth support services and personal support
- Safeguarding arrangements

National statistics have previously highlighted high levels of EOTAS in Flintshire. A number of strategies and initiatives have been implemented to reduce the numbers, supporting the maintenance of placements in schools. These have had a significant impact on the rates of EOTAS, achieving a reduction from the highest rate of 6.1 per 1000 pupils in 2014/15 to 5.0 in 2015/16.

School attendance rates generally follow an upward trend. School attendance is a high priority both for the Welsh Government and local authorities in their aim to improve standards. Flintshire secondary schools have demonstrated a consistent trend of improvement with figures being above the national average for Wales. Unauthorised absence in both primary (0.3%) and secondary schools (0.4%) is significantly below the Welsh average for both sectors and the lowest in Wales for the secondary sector.

The LA has recently set up a steering group to oversee its work in relation to pupil Emotional Wellbeing. The group has representation from health, social services and education, including headteacher representation. The initial project identified by the group has been an anti-self harm pilot targeting secondary schools. This has been identified as a priority across the key agencies and will eventually be rolled out to all schools.

Youth Services in Flintshire are now delivered in an integrated way with enhanced collaboration between providers in all sectors. Youth Justice and Drugs and Alcohol teams have been integrated into the Youth Services portfolio to form the Integrated Youth Provision (IYP) service. The IYP service has a varied scope and reach across all partners and utilises the Welsh Government Youth Support Grant and the Families First grant to support third sector provision. Young people participate well in IYP service activities across all sectors. The service has an outcomes focussed plan to steer direction and to measure impact. Increases in Duke of Edinburgh Award participation and the broadened scope and reach with better outcomes are particularly encouraging. The prevention element within Youth Justice has been enhanced by the collaborative work between all elements of the IYP Staff and volunteers. The plans to co-locate these staff within the new delivery model will further enhance these opportunities. The targeted work with groups has enabled coproduction work with several partners to benefit our most vulnerable young people.

Safeguarding policies and procedures are well embedded. Training needs for individual members of staff are systematically identified and met. The new Corporate Safeguarding Panel provides local multidisciplinary leadership on safeguarding

issues. This links closely with sub-regional and regional Safeguarding Board arrangements and plans.

Key sources of evidence: <ul style="list-style-type: none">• Integrated Youth Provision Plan• Safeguarding Policy and Procedure• Attendance Action Plan	Key issues & challenges: <ul style="list-style-type: none">• Complete PRU and EOTAS review work• Complete integrated delivery programme for youth services
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Outcomes:

- The provision of an appropriate range and number of school places
- Admission to schools
- Co-ordination of early years and play to ensure sufficiency
- Co-ordination of youth support services to ensure access to entitlements

Since 2010 and the formation of the Schools Modernisation Strategy the Authority has undertaken the following work:

- New Primary School in Connahs Quay (Ysgol Cae'r Nant) – September 2012
- Closure of Ysgol Rhes y Cae School - Sept 2013
- Closure of the Croft Nursery and transfer of provision to the neighbouring Queensferry and St. Ethelwold's Primary Schools – July 2014
- New Welsh medium satellite provision in Shotton (Ysgol Croes Atti- Glannau Dyfdrwy) - September 2014
- Construction of new Shotton Primary School (Ysgol Ty Ffynnon) - September 2014
- Hawarden Village Primary school – buildings joined April 2016
- The Local Authority has completed its statutory proposal programme of infant and junior amalgamation. Amalgamations reduced the number of schools from 14 infant/junior schools to 7 primary schools.
- Post 16 transformation proposals have been approved in relation to Buckley, Holywell, Connah's Quay, Shotton/Queensferry and Saltney.

The Authority has also reached implementation phase of its 21st Century Schools and Post 16 Transformation programmes. The Outline Business Case for both of the latter programmes has received ministerial support. (2014-2019 Band A Programme Circa £64m). The £200m+ North Wales Capital Procurement Framework jointly led by Flintshire and Denbighshire is now in place. This is recognised as sector leading by Welsh Government, with a range of innovations in social commitments and efficiency. Projects at Holywell Community Campus and the £14.7m post-16 Hub in Connah's Quay were delivered on time and within budget and both facilities were operational as at September 2016.

The balance of the Band A programme is as follows:

- Connah's Quay High School, Phase 1– the project replaces the existing Design and Technology (D&T) block, Art and Food Technology block and will be complete during 2019.
- Penyffordd - the proposed scheme at Penyffordd will amalgamate the current split-site arrangement bringing all primary provision on one site, with completion during 2019.

As at September 2016, Flintshire's level of surplus places was as follows:

- Primary – 1680 unfilled pupil places 15.01%
- Secondary – 1934 unfilled pupil places 20.44%. However, with closure of John Summers High School as of 31st August 2017 Secondary Sector unfilled places will reduce to 14.82% or 1369 unfilled places.

Whilst better than the Welsh average, unfilled places do not yet meet published Ministerial targets. There is a key need to continue our programme to reduce unfilled

places in schools to ensure that resources are used to maintain and improve learners' educational experience and outcomes by maintaining low pupil teacher ratios and an appropriate learning environment. This work will be undertaken through the linked capital programme and revised modernisation strategy.

The Council's Cabinet approved the next stage of the School Modernisation implementation programme in June 2015. The following statutory proposals have undertaken and have been implemented post Cabinet determination:

Primary Sector:

- Ysgol Maes Edwin – closed 31st August 2016
- Ysgol Llanfynydd – closed 31st August 2016
- Ysgol Mornant, Gwespyr Picton (WM) – Proposal to close by 31st August 2016. Cabinet agreed that school could seek to form a formal federation with Ysgol Maes Garmon (WM Secondary) – Federation was formalised 5th November 2016.

Secondary Sector:

- John Summers High School – Change of age range from 11-18 to 11-16 by 31st August 2016 and closure of 11-16 School by 31st August 2017.
- St David's, Saltney - Change of age range from 11-18 to 11-16 by 31st August 2016.
- Elfed High School Buckley – Change of age range from 11-18 to 11-16 as of 31st August 2015.
- Connah's Quay High School – Change of age range from 11-19 to 11-16 as of 31st August 2016.
- Holywell High School - Change of age range from 11-19 to 11-16 as of 31st August 2016.

The modernisation of the school estate has been a key corporate priority for the authority for many years and remains so. We will develop its strategies to ensure that we are maximising the potential investment opportunities that may be available via Welsh Government funding.

The Local Authority has an up to date Asset Management system and data from the system is used to influence decision making on Capital investment in schools. Priorities for investment for the schools capital programme are clear, linked to strategy, funded and agreed and based upon up-to-date information and to data contained within the Authority's Asset Management system.

Condition Surveys are commissioned via the Council's framework arrangements, on a five year cycle as per national asset management guidance. Suitability surveys are currently being reviewed for all the Council's school stock, these will be complete early in 2017 and will inform the Council's onward investment strategy.

An accessibility strategy has been in place since 2004, all schools have accessibility plans, physical barriers in all schools have been identified the Authority has undertaken a rolling programme of ensuring a network of schools in all areas of the County are made fully accessible. This programme of improvement continues and is linked to the capital programme and modernisation strategy.

The Local Authority has made significant investment in its school buildings since 2001, removing surplus places and reducing the number of schools. The authority has developed a system to analyse the benefits arising from its investment in terms of improving the condition, suitability and efficiency of its schools, and is contributing to a Welsh Government task group in this area.

Despite this significant investment, the Authority’s data shows that the school portfolio still requires significant further investment. Preparation for 21st Century Schools Band B 2019 -2024 continues.

Admission arrangements are determined in accordance with the School Admissions Code and are made clear to schools, parents. Children moving in to the area are accommodated in relevant schools without delay. A high percentage of parental preferences continue to be met in the main admissions round. However, due to oversubscription at some schools in both the primary and secondary sector the number of appeals has increased in recent years. All appeals are heard in accordance with the requirements of the School Appeals Code within 30 school days.

There is a good range of early years, play and youth support services provision which meets the needs and children, young people and their families. The authority regularly audits this provision and provides appropriate support to secure ongoing improvements in quality.

There is an appropriate range of early years Foundation Phase learning and play provision which meets the needs of children and their families. The authority works effectively in partnership with the voluntary sector to plan and deliver provision, using surplus capacity in primary schools where it is appropriate to do so. Two new Welsh medium early years’ providers have been approved in 2015 to meet the demand identified through sufficiency surveys. The Local Authority monitors the standards within maintained and non-maintained settings well and provides well-targeted support to improve the quality of the learning provided.

The Local Authority co-ordinates youth support services effectively, based on a thorough analysis of need. As a result, young people can access a range of appropriate support services.

<p>Key sources of evidence:</p> <ul style="list-style-type: none"> • School Modernisation Policy 	<p>Key issues & challenges:</p> <ul style="list-style-type: none"> • Ensuring coordination with Local Development Planning to add value to the existing School Modernisation Strategy in meeting current and future needs, as part of developing capital investment priorities within ‘Band B’ of the 21st Century Schools Programme • Capacity to address the renewed programme of school modernisation.
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Question 3: How good are leadership & management?

Quality Indicator: 3.1 Leadership

Outcomes:

- The impact of leadership
- Strategic direction and meeting national and local priorities
- Elected members and other supervisory boards

Officers and elected members share a common vision, values and purpose focused through the Authority's streamlined improvement planning arrangements. This is embodied through the Local Authority's Improvement Plan. Leaders communicate high expectations for securing improvement and challenge schools positively to good effect, for example, through the School Standards Monitoring Group.

Policies and initiatives are implemented consistently. Officers and elected members use relevant management information about performance to address issues of underperformance and to set objectives and targets that are strategic priorities. Progress against the Authority's priorities is monitored corporately and the outcomes for schools are generally improving.

Cabinet members show determination in challenging and supporting services and taking difficult decisions to bring about necessary improvements, for example, on the school modernisation programme.

The Local Authority and its partners have a clear commitment to learners and developing a learning culture in the county. Senior leaders have very high aspirations for children and young people and they understand clearly the impact of wider regeneration and social care on educational outcomes. Service structures and resource planning effectively support the delivery of the shared priorities embedded in the Single Integrated Plan for Flintshire and services recognise and understand how they contribute to the outcomes.

Senior management restructuring has enhanced the team's agility and ability to respond rapidly to changing circumstances. Senior leaders work in a sophisticated way with a range of strategic partners across public services to set high level priorities together and deliver their vision for the people of Flintshire. Senior leaders have put structures in place to guide cooperation and lead by example. The extensive use of secondments, joint appointments and collaborative initiatives means that staff at all levels recognise and understand each other's strengths whilst working confidently within their own specialisms.

The Local Authority has a track record of identifying and intervening where hurdles to effective working hinder progress. Difficult decisions are responded to proactively. Where appropriate the Leadership, other elected members, the Chief Executive or other senior managers intervene effectively to overcome obstacles. Systems leadership and the delegation of resources support the efforts to place the learner first. Leadership is shared and operational staff can take decisions promptly to support learners and their families so that they stay engaged in learning.

Scrutiny task and finish groups (including the School Performance Monitoring Group) have successfully examined key aspects of the authority’s work, and have informed decision making well. Elected members have developed their understanding and expertise through working in small groups to analyse specific aspects of education. In addition, the ongoing programme of scrutiny committee is raising the level and quality of challenge to schools.

Key sources of evidence:	Key issues & challenges:
<ul style="list-style-type: none"> • Public Service Board Single Integrated Plan • Flintshire County Council Improvement Plan • Revised Operating Structure • Wales Audit Office Annual Report • Annual Report of the School Performance Monitoring Group 	<ul style="list-style-type: none"> • Embedding revised organisational structures • Review of Education Services in Wales – implications for school improvement and local authorities • Attracting good leaders to senior roles in schools

Outcomes:

- Self-evaluation, including listening to learners and others
- Planning improvement
- Involvement in professional learning communities

Leaders, managers and elected members have an accurate picture and understanding of the authority's strengths and weaknesses. They routinely make good use of a range of rigorous monitoring activities.

The Authority undertakes a wide range of self-evaluation activities that cover most aspects of the work of the service. It analyses data and first-hand evidence well to make accurate evaluations of the quality and impact of services. The arrangements also identify clearly the areas for improvement and help ensure that progress against strategic and other plans is reviewed effectively.

The Authority engages well with partners, service users and other stakeholders in its evaluation processes and in planning for improvement. For example, the Integrated Youth Strategy "Delivering Together" features full engagement of young people's representatives in its development.

Performance data is consistently used to monitor progress and plan for improvement. There is a sustained focus on achieving progress against the Authority's priorities. The Authority regularly seeks the views of students, schools and the Authority's partners.

The Authority has effective performance management arrangements which bring about improvements. They also help ensure that objectives for individual officers link well to operational and strategic priorities. Key plans align well at all levels and help elected members to understand and make effective use of performance information. The well-defined performance management cycle allows them to monitor the progress of improvement plans and take timely remedial action.

Good arrangements are now in place to support and challenge schools as a result of enhanced scrutiny of standards, provision and leadership. Underperformance and risk factors within schools are now identified quickly and addressed at an early stage following implementation of revised operating arrangements for and expectations of local challenge advisors. The development of the national categorisation has meant that wider national comparisons can be made on a more consistent basis. The revised secondary schools Vulnerability Assessment Profile is a good example of a development which has had a wide benefit for support services as well as schools.

There is monitoring of school performance through a range of functions. This includes challenge adviser visits to school and analysis of data. This information helps form the judgment on present school performance and capacity to improve. Schools that need the most support to improve are challenged, in person, by the Chief Education Officer and members of the Council's School Performance Management group (SPMG). Pupil performance data is subject to scrutiny by Cabinet and elected members and supports the identification of areas for action.

Relationships with schools are generally good. Regular headteacher meetings and the partnership groups in the consultative structure form an effective mechanism for

raising issues and agreeing actions to tackle them. The area benefits from well-established professional learning communities within and across schools from across the Authority to enable schools to develop and share their professional knowledge. There are effective networks of professional practice with other authorities and their partners. A priority for GwE is the enhancement of subject support networks and school to school support arrangements.

Collaborative working across local authorities is seen as a priority and this is developing at a good pace. Senior officers have contributed significantly to the development of a regional and national school improvement developments and regional collaborations for supporting programmes.

The Authority has addressed well all of the recommendations from previous Estyn inspections.

<p>Key sources of evidence:</p> <ul style="list-style-type: none"> • Public Service Board Single Integrated Plan for Flintshire • Flintshire County Council Improvement Plan • GwE Business Plan • Integrated Youth Strategy • Quarterly Performance Reports 	<p>Key issues & challenges:</p> <ul style="list-style-type: none"> • Continuing to build a school-led resilient school improvement system, through enhanced collaborative working
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Quality Indicator: 3.3 Partnership working

Outcomes:

- Strategic partnerships
- Joint planning, resourcing and quality assurance

Partnership activities make a strong contribution to widening the range of choices for learners and this has benefits for their standards and wellbeing. The Authority takes a leading role in developing joint working practices and promotes trust and good communication between partners.

The Local Authority's officers focus well on joint planning and resourcing as well as building capacity for continuous improvement. The Local Authority has strong links with the community, good liaison and communication with schools, parents/carers and works effectively with other agencies enabling officers to deliver joined-up programmes that improve outcomes and wellbeing for learners. The Family Information Service is an important conduit to enable access to relevant up to date information to all to support these aims.

Senior managers demonstrate significant commitment to developing strategic partnerships across all aspects of the practice of the Local Authority. Through the work of the Public Service Board (PSB), the Local Authority and its partners, have joint ownership of priorities and outcomes. These aims are communicated clearly in the Public Service Board's Single Integrated Plan.

The Local Authority makes very good use of its partnerships to deliver services which improve outcomes and wellbeing for children and young people. These include effective partnerships between the Authority, the police, local health board, voluntary agencies, other local education authorities and integrated youth support services. The Local Authority monitors and co-ordinates the work of these partners well. Individual partners have a good understanding of their own strengths and weaknesses in the services they deliver and collective contributions and co-production can be evidenced.

Partnership working between the Local Authority, further and higher education establishments, employers and secondary schools in developing the work of the 14-19 network is recognised as good. They successfully promote co-operation and remove unhelpful competition between providers. They also enable school governors, the college, employers and the Authority to plan, monitor and resource an effective 14-19 curriculum that meets the needs of learners well. Collaboration in development and transition to the new post 16 hub at Connah's Quay has been recognised by the Welsh Government through publication of a national case study.

Partnership working between education, children's services and health are very good. Highly effective, integrated planning across partners supports the smooth transition of pupils with complex needs into education, across Key Stages and from school to adult services.

Partnership working between schools and the Authority is good. There is a high level of trust and a common understanding of the need to work together to raise standards and to improve services for all children and young people.

The Authority has valuable information about the range of interventions supporting children, young people and their families and utilises several data sets and evaluation reports to feed in to the overarching Single Integrated Plan. This includes useful outcome data on the progress of children and young people, and on the outcomes of collaborative delivery approaches.

Many externally funded initiatives track the progress of learners and service users and their families effectively, e.g. Families First, Flying Start and Youth Support Grant. In the best examples, early bespoke interventions with families make measurable contributions to improved educational outcomes for learners e.g. the Team Around the Family Impact assessment report. There is also a new Integrated Youth Provision Plan which has a results based accountability evaluation methodology approach.

However, the partnership does not yet fully capture the overall performance of individual agency interventions or track consistently the progress of children and young people. This means that opportunities are missed to make the best use of resources and interventions across sector and service boundaries. In particular, the early intervention work by wider support services with learners and their families is not yet fully known and built upon by schools or school improvement services. A major current priority for the Public Service Bard is a multi-agency integrated approach to referral, triage, assessment and delivery of support for vulnerable children and families.

<p>Key sources of evidence:</p> <ul style="list-style-type: none"> • Single Integrated Plan • Improvement Plan • School Improvement Plan • Integrated Youth Strategy 	<p>Key issues & challenges:</p> <ul style="list-style-type: none"> • Making the most of partners' information on vulnerable families in planning for progression • Maintaining partnership priorities in a time of diminishing resources
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Quality Indicator: 3.4 Resource Management

Outcomes:

- Management of resources
- Value for money

Education reform and investment has remained a priority for the Local Authority despite the challenging financial climate. The high strategic priority given to the education service is reflected in the Authority's allocation of both revenue and capital resources. The schools' delegated budgets have been protected from efficiency reductions in recent years.

Business partner arrangements in human resources and finance have been strengthened in recent years. The method of distributing funding has been completely renewed following fundamental review with schools. Meanwhile, human resources policies have also been reviewed through collaborative working at local, regional and national level.

The Authority's spending decisions relate adequately to strategic priorities for improvement and benefits for schools and their learners. Recent work on medium term financial planning and the fundamental review of the school funding formula give further positive prospects as does completion of school workforce remodelling as part of the single status agreement.

Staffing, accommodation and financial resources are soundly managed and deployed to support learning and improvement. The Authority reviews the outcomes of its financial plans to make sure that money is spent wisely and has a positive impact on standards.

Partnership activity provides good value for money because it contributes to extensive opportunities and improved outcomes for learners in aspects which the Authority and its schools alone could not provide.

The Authority has been successful in securing grant funding for both revenue and capital projects but is also committed to contributing half of the current £64m school modernisation investment in schools from its own resources.

School balances are at an unprecedentedly low level in the secondary phase. School balances have increased during 2015-16 in the primary phase. The Authority is proactive in providing schools with appropriate support and challenge in those schools where surpluses are too high and where there are deficits.

The Authority has a good record of effectively managing its education budget and improving efficiency. Joint working with a range of partners has been effective in increasing the Authority's capacity to support learners.

Overall, the Authority's schools continue to provide good value for money and the Council is seeking further efficiency within the education system (WAO 2015).

Key sources of evidence:

- Medium Term Financial Plan
- School Funding Formula
- School balances report
- WAO Annual Improvement Report

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CABINET

Date of Meeting	Tuesday, 14 February 2017
Report Subject	Supporting People Local Commissioning Plan
Cabinet Member	Cabinet Member for Housing
Report Author	Chief Officer (Community & Enterprise)
Type of Report	Operational

EXECUTIVE SUMMARY

This report presents the draft Supporting People spend plan for 2017/18. This aligns with the priorities laid out within the Supporting People Local Commissioning Plan 2016-18. It is pleasing to note that the grant has been protected in 2017/18. Welsh Government recognises the value of continuing to fund low level preventative support services which help to reduce pressures on more expensive specialist health, care and homeless services.

RECOMMENDATIONS

1	Cabinet approves the Supporting People Programme Grant Spend Plan for 2017/2018.
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REPORT DETAILS

1.00	EXPLAINING THE SUPPORTING PEOPLE PROGRAMME GRANT
1.01	<p>In 2012, the Welsh Government merged together the Supporting People Grant and Supporting People Revenue Grant and created the Supporting People Programme Grant. This grant funds the provision of services that enable vulnerable people to gain and retain independence by remaining in their own home and prevents people from needing to access health, social care and homelessness services, etc.</p> <p>The grant faced significant reductions between 2013 and 2016 which totalled £1,311,339 in Flintshire and equated to an 18.4% reduction over the 3 years. It is pleasing to note that the grant has been protected in 2017/2018. This report details all changes in expenditure to the Supporting People Programme Grant including any reductions and areas of new investment.</p> <p>The proposals contained within this report are in line with the Council's and the Regional Collaborative Committee's strategic priorities.</p> <p>As a matter of good practice, the Supporting People Team is committed to running an efficient programme through ensuring service providers are delivering their support services as efficiently and effectively as possible. Service Providers have been involved in discussions about delivering services differently to achieve savings and maintain service delivery. This has included the use of volunteers, identifying where a floating support model can be more efficient than supported housing and considering changes to overnight support provision.</p> <p>Services continue to be assessed in line with the model from the 2014-16 Commissioning Plan which assesses providers in terms of:</p> <ol style="list-style-type: none">i. Is the service eligible for Supporting People funding?ii. Has the service been subject to a value for money assessment?iii. Does the service contribute to key strategic priorities of the Supporting People Programme?iv. Is there clear evidence of demand for the service?v. Could the same outcomes be achieved by delivering services in a different way?vi. Are there other services/funding streams in the County that could deliver the outcomes?vii. Is there opportunity for partner or regional collaboration?viii. What is the service user impact, if the service is ceased or reduced? <p>The outcomes of the assessment of service providers has enabled the Supporting People Team to identify potential efficiency savings of £150,000 in 2017/18, whilst protecting service delivery to vulnerable customers.</p>

Table 1 demonstrates where efficiencies and reductions have been identified in 2016/17 and 2017/18.

Table 1

Service Area	Efficiency Savings	
	2016/17	2017/18
Domestic Abuse <i>Achieved through a value for money assessment on fixed site support provision. This did not reduce or affect support provided at the project.</i>		£12,000
Families <i>Achieved through a reduction within a family hostel</i>	£15,000	
LD <i>Achieved through a continuation of a planned withdrawal from services ineligible for Supporting People Programme Grant.(75) and A value for money assessment in partnership with another authority (35)</i>		£110,000
Substance Misuse	No change	
Chronic Illness <i>Achieved through decommissioning a regional project for HIV/AIDS.</i>	£14,000	
Physical Disability and Sensory Impairment	No change	
Offenders	No change	
Young People <i>Achieved through remodelling and re targeting of resources in a fixed site support project.</i>		£27,000
Mental health	No change	
Housing Support (Generic)	No change	
Housing Support (Aged over 55) <i>Achieved through withdrawal of support from Abbeyfield Flint with the agreement of the provider</i>	£14,500	
Community Care <i>Achieved through a continuation of a planned withdrawal from services ineligible for Supporting People Programme Grant.</i>	£163,000	
	£206,500	£149,000
Total	£355,500	

1.02	Commissioning Priorities
	The Supporting People Planning Group met in November and agreed that any efficiency should be invested in priority areas across the wider Tackling Poverty policy areas.
1.03	Regional Developments
	The North Wales Regional Collaborative Committee is taking forward two pieces of work to consider how services can be delivered more effectively across the region for domestic abuse and prison leavers. Local Authorities have agreed to ringfence 0.5% of their budget for regional priorities. It is expected that protecting or further developing the male domestic abuse refuge and developing improved outcomes for prison leavers will be a priority for the region.
1.04	Homeless Prevention
	There continues to be pressure upon the Housing Solutions Service and identifying suitable and affordable accommodation options is becoming more challenging, particularly with the ongoing reforms of the financial assistance towards housing costs provided through the UK social security system. The Homeless Prevention funding for 2017/18 will be subject to a reduction and it is important for the Council to maintain the services supported through transition funding such as targeted early intervention and prevention services together with the wider services focussed on improving the standard and increasing the availability of private sector rental properties.
1.05	Welfare Benefits and Advice – Universal Credit
	The Department for Work and Pensions has announced that rollout of the Full Service of Universal Credit (UC) will commence in Flintshire from April 2017. This is a significant development in the national implementation of UC and will generate a continued growth in the number of Flintshire households claiming UC, including households with challenging and/or complicated needs. The removal of Families First funding for welfare benefit related advice has resulted in a reduction of three welfare benefit advice posts. To maximise the effectiveness of the available resources, the Council's Welfare Rights Team is currently based with Citizens Advice Flintshire and all referrals for assistance with welfare benefits are triaged through the Advice Gateway and are allocated to an appropriate officer. However, the Gateway figures consistently demonstrate that demand already outstrips supply for welfare benefit advice and this situation will intensify with the introduction of the UC Full Service.
1.06	Work and Learning Programmes – Communities First
	The removal of funding from the Communities First Programme will see many projects in Flintshire cease to operate. The programme has been particularly innovative and successful in engaging and supporting people into employment, learning and self-employment and these strands are a high priority in tackling poverty and fit neatly with the Supporting People Programme.

1.07	Proposals for 2017/18	
	Ringfence 0.5% for regional priorities as agreed by the Regional Collaborative Committee.	£30,000
	Continue to fund homeless prevention posts (2016/17 proposal).	£100,000
	Continue to support the Advice Gateway (2016/17 proposal).	£30,000
	Fund one of the Welfare Rights posts currently funded by Families First.	£35,000
	Fund a Financial Inclusion Post based in housing benefits to support customers through the transition to Universal Credit.	£35,000
	Fund two Work and Learning posts to ensure all opportunities for work and learning are maximised.	£90,000
	Continue to fund the Male Refuge in Flintshire as evidence has demonstrated this is a much needed service for North Wales.	£35,000
		£355,000

2.00	RESOURCE IMPLICATIONS
2.01	A growing body of research has demonstrated the financial benefits to the public purse that are attained due to the positive outcomes from interventions delivered through the Supporting People programme. The key research in Wales indicates that for every £1 spent on the provision of housing related support, £1.68 is saved across other budgets, with the health, social care, and homelessness budgets seeing the most significant savings, primarily due to the preventative nature of Supporting People services.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Service providers have been consulted upon how the support services that they are currently delivering will be impacted by the efficiencies being made within the 2017/18 Supporting People Programme Grant.

4.00	RISK MANAGEMENT
4.01	The services provided through the Supporting People Programme aim to improve the quality of life of vulnerable people by supporting them to live

	independently in the community. These include the provision of services that help people to maximise their household income and manage their financial commitments. The successful outcomes from such services play an important role in helping to tackle poverty and prevent homelessness within the County.
4.02	Whilst the Flintshire Supporting People Team will attempt to identify efficiencies that will generate the least impact upon service users, it has to be recognised that any future reduction in service provision may result in some vulnerable people not having ease of access to the support services that they require in order to avoid their household from falling into poverty and/or becoming at risk of homelessness.

5.00	APPENDICES
5.01	Supporting People Programme Spend Plan 2017/18

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Katie Clubb – Customer Support Manager Telephone: 01352 703518 E-mail: Katie.clubb@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Supporting People Team – the team sits within the Customer Support Service area and is responsible for the contract management, reviewing and commissioning of Supporting People Services.</p> <p>Supporting People Programme Grant - In 2012, the Welsh Government merged together the Supporting People Grant and Supporting People Revenue Grant and created the Supporting People Programme Grant. This grant funds the provision of services that enable vulnerable people to gain and retain independence by remaining in their own home and prevents people from needing to access health, social care and homelessness services, etc.</p> <p>Housing related support - is provided to help vulnerable people develop or maintain the skills and confidence necessary to live as independently as possible. Housing related support can include help and advice with:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Developing life and domestic skills <input type="checkbox"/> Budgeting and managing money <input type="checkbox"/> Accessing other services and opportunities <input type="checkbox"/> Establishing safety and security <input type="checkbox"/> <p>Supported Housing - This is a service where the support is linked accommodation for people who have support needs as well as housing needs. Support can vary from simple information and advice on benefits to more in-depth help with independent living skills, accessing education and</p>

employment, overnight support and assistance with finding move-on accommodation.

Floating Support – This is where support is not linked to a particular property and is flexible and can support a number of people wherever they reside.

Decommissioning Strategy – The Supporting People Planning Group agreed a decommissioning strategy which ensures that the decision to end funding to a service has taken into consideration a number of factors including any impact on service users.

Tackling Poverty Programmes – The Welsh Government has recognised the following programmes as contributing to the Tackling Poverty agenda: Supporting People, Flying Start, Communities First and Families First.

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Spend Plan collection period		Local Authority Spend Plan 2017-18														Local Authority contribution		Other Income		Total Units (exc LA cont)		Total (exc LA cont)	
Regional Collaborative Committee:		North Wales																					
Local Authority:		Flintshire																					
SPPG Annual Allocation:		5,809,818.00																					
Client Spend Category (The category to which the service is primarily focused)	Previous year Total units from spend plan	Previous year Total cost from spend plan	Fixed Site (Accommodation Based)								Floating (Community Based)				Local Authority contribution	Other Income	Total Units (exc LA cont)	Total (exc LA cont)					
			Client Units		Less than 6 Months		6 to 24 Months		24 Months plus		Client Units		Less than 6 Months						6 to 24 Months		24 Months plus		
			Numbers	£	Numbers	£	Numbers	£	Numbers	£	Numbers	£	Numbers	£	Numbers	£	£	£	Numbers	£			
Women experiencing Domestic Abuse	41	350,968.00	12	193,379	10	67,430							20	78,159				42	338,968				
Men experiencing Domestic Abuse	2	35,000.00	2	35,000														2	35,000				
People with Learning Disabilities	116	1,332,160.00					80	1,138,560					35	83,445				115	1,222,005				
People with Mental health Issues	76	270,191.00											54	270,191				54	270,191				
People with Substance Misuse Issues (Alcohol)	0	0.00																0	0				
People with Substance Misuse Issues (Drugs and Volatile substances)	46	147,369.00			6	54,600							34	92,769				40	147,369				
People with Criminal Offending History	40	60,846.00											20	60,846				20	60,846				
People with Refugee Status	0	0.00																0	0				
People with Physical and/or Sensory Disabilities	30	81,250.00											34	81,250				34	81,250				
People with Developmental Disorders (i.e. Autism.)	0	0.00																0	0				
People with Chronic Illnesses (including HIV, Aids)	0	0.00																0	0				
Young People who are Care Leavers	0	0.00																0	0				
Young People with Support Needs (16-24)	125	800,578.00	3	7,500	46	636,589							48	131,489				97	775,578				
Single parent Families with Support needs	0	0.00																0	0				
Families with Support Needs	68	563,306.00			37	464,306							20	55,000				57	519,306				
Single people with Support Needs not listed above (25-54)	0	0.00																0	0				
People over 55 years of age with Support needs (this category must be exclusive of alarm services)	2,928	1,321,240.00					158	119,940	91	186,837			2,628	970,000				2,877	1,276,777				
Generic Floating support to prevent homelessness (tenancy support services which cover a range of user needs but which must be exclusive of fixed site support)	174	444,698.00							38	417,921	100	238,698						138	656,619				
Alarm Services (including in sheltered/extra care)	166	17,992.00					275	23,790										275	23,790				
Expenditure which does not directly link to the spend plan categories above. (Explanation required in accompanying email)	16	385,120.00			15	287,120							1	30,000	1	85,000		17	402,120				
TOTALS	3,828	5,809,818.00	17	235,879	114	1,510,045	513	1,282,290	129	604,758	366	1,121,847	2,629	1,055,000	0	0	0	3,768	5,809,818				



Llywodraeth Cymru
Welsh Government

Does total match sum UNITS horizontal	Does total match sum £ horizontal	Per cent increase/decrease from previous year	>10 Per cent increase	<-10 Per cent decrease	10% threshold vs. previous year £	-10% threshold vs. previous year £	10% threshold vs. previous year Units	-10% threshold vs. previous year Units
✓	✓	-3.4	✓	✓	386,065	319,062	45	37
✓	✓	0.0	✓	✓	38,500	31,818	2	2
✓	✓	-8.3	✓	✓	1,465,376	1,211,055	128	105
✓	✓	0.0	✓	✓	297,210	245,628	84	69
✓	✓	0.0	✓	✓	0	0	0	0
✓	✓	0.0	✓	✓	162,106	133,972	51	42
✓	✓	0.0	✓	✓	66,931	55,315	44	36
✓	✓	0.0	✓	✓	0	0	0	0
✓	✓	0.0	✓	✓	89,375	73,864	33	27
✓	✓	0.0	✓	✓	0	0	0	0
✓	✓	0.0	✓	✓	0	0	0	0
✓	✓	0.0	✓	✓	0	0	0	0
✓	✓	-3.1	✓	✓	880,636	727,798	138	114
✓	✓	0.0	✓	✓	0	0	0	0
✓	✓	-7.8	✓	✓	619,637	512,096	75	62
✓	✓	0.0	✓	✓	0	0	0	0
✓	✓	-3.4	✓	✓	1,453,364	1,201,127	3,221	2,662
✓	✓	47.7	✗	✗	489,168	404,271	191	158
✓	✓	39.2	✗	✗	16,801	15,536	163	151
✓	✓	4.4	✓	✓	423,632	350,109	18	15
✓	✓	0.0	✓	✓	6,390,800	5,281,653	4,211	3,480

Match totals vertical
Match Allocation
Is the difference between allocation and total greater than 10 per cent
Count Blank 164

10% threshold 6,390,799.80
-10% threshold 5,281,652.73
Count of Zero 0

16	16	15	15	16	16	17	17	10	10	18	18
0	0	0	0	0	0	0	0	0	0	0	0

Units vs. cost check (La where there is a unit has a cost been allocated)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Women experiencing Domestic Abuse	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Men experiencing Domestic Abuse	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People with Learning Disabilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People with Mental health Issues	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People with Substance Misuse Issues (Alcohol)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People with Substance Misuse Issues (Drugs and Volatile substances)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People with Criminal Offending History	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People with Refugee Status	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People with Physical and/or Sensory Disabilities	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People with Developmental Disorders (i.e. Autism.)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People with Chronic Illnesses (including HIV, Aids)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Young People who are Care Leavers	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Young People with Support Needs (16-24)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Single parent Families with Support needs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Families with Support Needs	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Single people with Support Needs not listed above (25-54)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
People over 55 years of age with Support needs (this category must be exclusive of alarm services)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Generic Floating support to prevent homelessness (tenancy support services which cover a range of user needs but which must be exclusive of fixed site support)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Alarm Services (including in sheltered/extra care)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Expenditure which does not directly link to the spend plan categories above. (Explanation required in accompanying email)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

<p>Return to HOME page click here</p> <p>Certificate of Chief Financial Officer or authorised representative Summary declaration</p> <p>I certify that, to the best of my knowledge and belief, the information provided on this form is correct and consistent with the estimates and calculations made by my authority to calculate the budget and expenditure of the Supporting People programme.</p> <p>Name: <input type="text" value="Kerry Feather"/> (Print name)</p> <p>Signature: <input type="text"/></p> <p>Date: <input type="text"/> (dd/mm/yyyy)</p>	<p>Certificate of Supporting People programme Co-ordinator Summary declaration</p> <p>I certify that, to the best of my knowledge and belief, the information provided on this form is correct and consistent with the estimates and calculations made by my authority to calculate the budget and expenditure of the Supporting People programme.</p> <p>Name: <input type="text" value="Suzanne Pemberton"/> (Print name)</p> <p>Signature: <input type="text"/></p> <p>Date: <input type="text"/> (dd/mm/yyyy)</p>	<p>Certificate of Head of Finance, Supported Housing & Homelessness Summary declaration</p> <p>I certify that, to the best of my knowledge and belief, the information provided on this form has been checked against the criteria for the expenditure of the Supporting People programme.</p> <p>Name: <input type="text" value="Karen Tudor"/> (Print name)</p> <p>Signature: <input type="text"/></p> <p>Date: <input type="text"/> (dd/mm/yyyy)</p>
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CABINET

Date of Meeting	Tuesday, 14 February 2017
Report Subject	New Child Care Offer
Cabinet Member	Cabinet Member for Social Services Cabinet Member for Education
Report Author	Chief Officer (Social Services) and Chief Officer (Education and Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

The Cabinet Secretary for Communities and Children sought bids from all 22 Local Authorities to become early adopters of a pilot free child care scheme. Early adopters will work with the Welsh Government to develop a model for the national roll out of the programme.

Flintshire's bid to become an early adopter and to pilot the scheme was successful, and was selected as one of only six authorities across Wales. The offer will be **piloted from September 2017** in Gwynedd, Anglesey, **Flintshire**, Swansea, Blaenau Gwent and Rhondda CynonTaf.

The Childcare Offer will, by the end of the current Welsh Assembly in 2021, provide working parents with 30 hours of government-funded childcare and early education for 3 and 4 year olds for 48 weeks of the year. This includes 10 weeks within the school holiday period, with the aim of supporting families with quality flexible and affordable childcare. It will also support economic regeneration and reduce pressures on family income and helping parents to participate in work reducing a family's risk of poverty.

The Offer also supports the wellbeing of children through positive and rich childhood experiences. The provision of high-quality early education and childcare is central to the Welsh Government's 'Building a Brighter Future', the 10 Year Plan which sets out the Government's commitment to improve the life chances and outcomes of all children in Wales.

RECOMMENDATIONS

1	Members endorse Flintshire as an early implementer of the offer, maximizing the opportunity of a grant worth £1.552 million, supporting the full roll out of the scheme across Flintshire, benefitting up to 441 three to four year olds and their families.
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REPORT DETAILS

1.00	THE CHILDCARE OFFER FOR WALES
1.01	The Childcare offer will, by the end of the current Welsh Assembly in 2021, aim to provide working parents with 30 hours of government-funded childcare and early education for 3 and 4 year olds for 48 weeks of the year. This includes 10 weeks within the school holiday period.
1.02	<p>The new childcare offer will combine the successful Foundation Phase provision during term times, with additional childcare. During the weeks of the year when the Foundation Phase is not provided, qualifying children will receive 30 hours of childcare, supporting working families with the costs of holiday care.</p> <p>Example:</p> <p>Child's date of birth: 21 December 2014 – they will be 3 on 21 December 2017. This entitles the child to attend Foundation Phase education for a minimum of 10 hours per week, from the term after their 3rd birthday (January 2018 – July 2018).</p> <p>Providing the child's parent is a 'working parent' and satisfies the eligibility criteria the child can also receive up to 30 hours childcare during the term time. This may be at the same childcare setting or an alternative arrangement with a registered childcare setting.</p>
1.03	The Welsh Government want the offer to be as clear and easy to access as possible, for parents and child care providers.
1.04	The scheme must also allow parents to continue to choose the provider that best suit their circumstances; as long as the provider is registered with CSSIW and therefore meet the national minimum standard for registered childcare.
1.05	The Welsh Government will be looking closely at the availability and accessibility of childcare in different parts of Wales and seeing if it matches what parents need. They will also be looking at the childcare issues and barriers facing parents and providers and what can be done to overcome them.
1.06	<p>The pilots of the scheme will seek to test:</p> <ul style="list-style-type: none"> ➤ How accessible and easy it is for parents to access the offer; ➤ How accessible and easy it is for providers to provide the offer; ➤ How the offer fits alongside Flying Start and the Early Years Foundation Phase
1.07	The pilot will also provide an opportunity to identify any issues that may surface for parents, local authorities and child care settings as a result of providing and testing the offer and how these issues can be addressed.

1.08	During the lead in period, we will be undertaking Childcare Sufficiency Assessments across Flintshire, gathering data from a number of sources including the Family Information Service, Flying Start and Early Entitlement. A variety of other settings, which could offer parental choice and variety of childcare / education provision including playgroups, private day care, child minders and others which will be consulted.
1.09	We will seek to provide the opportunity to 441 children in Year 1 (September 2017 – September 2018) building on an initial cohort of 75 to 100.
1.10	We will need to be ascertain that there are enough providers and setting to take up the 441 children, so a detailed piece of work is taking place at the moment in relation to the Childcare Sufficiency Assessment, this will help us form a view on the achievability of the scheme.
1.11	A Grant Offer letter will be issued to the Authority to include funding for a planning stage December 2016 – March 2017, following Welsh Governments consideration of our drafted plan.
1.12	<p>The Cabinet Secretary for Communities and Children made an Oral Statement in Plenary 10 November 2016:</p> <p>“Testing the offer will allow us to make sure we learn what works and what doesn’t, building on experience and evidence to deliver for all working parents in Wales.”</p> <p>“Delivering this commitment will be challenging and I don’t underestimate what needs to be done. The barriers childcare can present to parents supporting their families as they wish, must be addressed head-on.</p> <p>“It makes no sense for parents to be earning less than their childcare costs. It makes no sense to have to turn down a promotion, or a better job, losing opportunities to improve your family’s circumstances, just because you can’t access childcare when and where you need it. We want parents to have employment choices.”</p>
1.13	<p>NEXT STEPS</p> <p>This is a complex development and will require a skilled and knowledgeable coordinator to lead this innovative pilot, reporting directly the Early Years and Family Support Manager and the Flintshire Steering Group.</p>
1.14	The recruitment process is underway. The post holder will oversee effective planning and project implementation. They will work alongside key partners, produce monitoring reports to assess progress towards the agreed project pathway.
1.15	It will take time to establish adequate systems for managing data collection and evaluation to monitor performance and impact, completing relevant reports to government, steering group and wider partners.
1.16	The first Flintshire Steering Group meeting was held on 12 January 2017 to scope the local project; with representation from Flying Start, Family Information Service and Early Entitlement, and then membership will be

	widened to include the Childcare Development Group members.
1.17	Attached in the appendices is some additional information that could be handed to parents which may help them understand the programme. The Family Information Service, Flying Start and Early Entitlement can also be contact for advice and information.

2.00	RESOURCE IMPLICATIONS
2.01	There are no immediate financial implications for Flintshire County Council resulting from the 'the Offer' as it is a grant funded programme by the Welsh Government. The grant is administered by the local authority as the accountable body.
2.02	In preparation for the pilots we will be reviewing information on local rates of pay for the different types of childcare. This is to inform the rates of pay during early implementation. This is being collected for the Childcare Sufficiency Assessment.
2.03	The programme will require detailed costings for administration. This needs to be realistic and proportionate. Welsh Government will consider the requirements and this will inform the amount of funding allocated in the grant letter for this current year 2016/17.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	There has been a period of consultation by Welsh Government. The Childcare Sufficiency Assessment has been undertaken locally. Further consultations will be conducted as the implementation develops.

4.00	RISK MANAGEMENT
4.01	<p>Risks to the project</p> <ul style="list-style-type: none"> • Recruitment of skilled project manager. • In mitigation we undertake a wide reaching recruitment campaign. • Not having sufficient childcare settings to meet the need of 441 children. • In mitigation there is a phased approach to the implementation, early indications are that Flintshire will have sufficient available of good child care.
4.02	The aim of 'the Offer' is to mitigate against the effects of poverty on outcomes for children. The provision of high-quality early education and childcare is central to the Welsh Government's 'Building a Brighter Future', the 10 Year Plan which sets out the Government's commitment to improve the life chances and outcomes of all children in Wales.

4.03	The Offer aims to reduce inequalities as detailed in the Welsh Government's 'Building a Brighter Future'. It is a programme of universal, targeted offer which will be implemented on an incremental basis.
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5.00	APPENDICES
5.01	Flintshire Current Early Entitlement Offer - Extract from Information Leaflet.
5.02	The 3-4 Year Childcare Care Offer - Narrative for Parents and Guardians.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Gail Bennett, Early Years Manager Telephone: 01244 551052 E-mail: gail.bennett@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>The Childcare Offer': 30 hours of funded childcare for 3 and 4 year olds, in working families for 48 weeks a year.</p> <p>Working parents: both parents are working (or the sole parent is working in a lone parent family), with each parent earning, on average, a weekly minimum equivalent to 16 hours at national minimum wage (NMW) or national living wage (NLW). Some of this is still to be defined as the work develops.</p> <p>Foundation Phase: the statutory curriculum for all 3 to 7 year olds in Wales, in both maintained and non-maintained settings.</p> <p>CSSIW: Care and Social Services Inspectorate Wales.</p> <p>Childcare Sufficiency Assessments: A report that brings together a range of different data and information to develop a picture of the current childcare market and to identify whether there are any gaps in supply.</p>

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Appendix 1 – Flintshire Current Early Entitlement Offer

Extract from Information Leaflet

For children whose 3rd birthday falls during the Autumn Term (1 September 2016 — 3 January 2017) funding will be given for 2 terms, Spring and Summer 2017.

For children whose birthdays fall during the spring (4 January 2017 — 24 April 2017) funding will be given for 1 term, summer.

Funding for the Spring Term 2017 is £360 per child.

Settings who receive funding must:-

- have qualified staff
- be inspected
- provide the stated sessions
- accept the support of a qualified teacher on a regular basis.

A child is eligible to start in a school nursery class for 5 x 2.5 hours per week from the September following their 3rd birthday.

Application forms for school nursery admissions are available from **January 2017** on the website **Flintshire.gov.uk**

Please also see Flintshire County Council's Guide to Education Services for detailed information about the admissions process.

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Appendix 2

Narrative for Parents and Guardians

The Welsh Government recognises that affordable, available and accessible childcare will enable parents to work, supporting our drive to increase economic growth, tackle poverty and reduce inequalities. It will also provide opportunities and long-term benefits for our children and improve their life chances.

Parents of 3 and 4 years olds can already access free early education for at least 10 hours a week during school term time - this is called the Early Years Foundation Phase.

The Welsh Government have now committed to offering working parents of 3 and 4 year olds free childcare on top of the Early Years Foundation Phase - to provide a total of 30 hours a week of free early education and childcare, for 48 weeks of the year.

Supporting families with free and flexible quality childcare puts money in parents' pockets, reduces the strain on family income and helps ensure childcare isn't a barrier to parents getting a job. In addition to helping parents' finances, early education and childcare can also provide children with positive opportunities to develop.

The Welsh Government are determined to get it right and are keen to hear the views of parents, including parents of under 3 year olds, parents of today's 3 and 4 year olds, as well as parents of older children, to learn about your experiences of childcare and involve you in developing this childcare offer over the next couple of years.

The Welsh Government recently launched the **Talk Childcare** campaign giving you a voice and the opportunity to let us know what childcare issues are important to you and what would have helped you.

The Welsh Government would like to hear if you know/knew of the childcare options available to you and where you go/went to find out about them, what childcare arrangements you have or had, how childcare supported or supports you to manage work commitments, what can make childcare plans or arrangements complicated or difficult, and if the childcare available in your local area is or was meeting your childcare needs.

The Welsh Government also want you to advise them on how the new childcare offer could work in the future, what would make it clear and easy to access, which childcare providers should be used, how quality childcare could be ensured and promoted, and how the funding should be managed.

The Welsh Government want their childcare offer to be as clear and easy to access as possible so that as parents you can continue to choose the providers that best suit your needs. Once the offer is developed, it will be tested in some local authority areas from the autumn of 2017 to make sure it works for parents and childcare providers, followed by wider roll-out.

Visit the Welsh Government webpage where you can find out more about the childcare offer and answer some short questions.

www.gov.wales/talkchildcare

www.llyw.cymru/trafodgofalplant



CABINET

Date of Meeting	Tuesday 14 February 2017
Report Subject	Dog DNA scheme and the Introduction of Dog Control Public Spaces Protection Orders
Cabinet Member	Deputy Leader of the Council and Cabinet Member for Environment
Report Author	Chief Officer (Streetscene and Transportation)
Type of Report	Operational

EXECUTIVE SUMMARY

Flintshire County Council adopted powers contained within the clean Neighbourhoods and Environment Act 2005 and currently has a single Dog Control Order covering the entire County in relation to the fouling of land by dogs. Due to changes in legislation however, if the current Dog Control Order is not replaced by October 2017, enforcement action against dog owners that allow their dogs to foul in public areas without removing the waste, would not be able to continue.

In October 2014, the Anti-Social Behaviour, Crime and Policing Act 2014 came into force. The Act covers a wide variety of anti-social behaviour and the sections relevant to this report are the Public Spaces Protection Orders (PSPO's) (Chapter 2, Sections 59-74).

This report recommends replacing the current Dog Control Order with a new PSPO which would cover all open space in the County. The existing Dog Control Order only requires owners to remove their dog's faeces from public areas however creating a PSPO gives an opportunity for additional enforcement activity against other designated offences, such as the complete exclusion of dogs or a requirement to keep dogs on leads on certain classifications of open space - such as children's play areas, marked sports pitches or other formal recreation areas.

An Environment Overview and Scrutiny Task and Finish group was convened to investigate the potential of a dog DNA scheme which could assist with dealing with the problem of dog fouling in Flintshire and this report seeks approval for the next steps to be taken following the work of the group.

RECOMMENDATIONS

1	That Cabinet notes and appreciates the work carried out by the Dog DNA Task & Finish Group but does not approve introducing the pilot scheme at this point.
2	That Cabinet approves the Implementation of a Dog Control Public Space Protection Order, containing the controls specified in Appendix 1 - subject to a local consultation process.
3	That Cabinet approves the introduction of the additional measures detailed in Appendix 2 , to further reduce the instances of dog fouling in the County.

REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE PROPOSALS
1.01	The Dog DNA Task and Finish group was convened to investigate schemes introduced elsewhere in England and abroad to assist officers in dealing with the problem of dog fouling in Flintshire. Dog DNA schemes have been trialled in some parts of the Country, whilst other Councils have created Public Spaces Protection Orders (PSPO's) to deal with dog fouling which include other prohibitions in respect of dog ownership.
1.02	The Dog DNA Task and Finish Group have particularly explored the dog DNA scheme trialled in Barking and Dagenham, the first of its type in this Country. In the trial, dog owners were encouraged to register their dog's DNA with a specified company, whilst officers from the Council's environmental enforcement team carried out proactive patrols in three pilot areas to collect samples of dog faeces. The samples were then sent to check for a match against any dog registered on the database.
1.03	A proposal to dedicate an area within Flintshire for dog walkers who have recorded their dogs DNA on a central data-base (which would be confirmed by a tag on the dog's collar) was presented to both an all Member workshop and the Environment Overview and Scrutiny Committee in January 2017. Both concluded that whilst there were merits in the proposals, further development work was required before the initiative could be adopted and that the pilot should not be taken forward at this point.
1.04	PSPO's are an intervention to prevent individuals or groups committing anti-social behaviour in a public space. They form part of the Anti-Social Behaviour, Crime and Policing Act 2014 and Councils may adopt a PSPO after consultation with the Police, the Police and Crime Commissioner and community representatives. They can be enforced by Police Officers, Police Community Support Officers and Council Enforcement Officers (if designated to do so) and the maximum duration of a PSPO before a review is required is three years, but can last for shorter periods of time where appropriate.

1.05	<p>Flintshire Council currently has 1 Dog Control order which covers all open space in the County as follows:-</p> <p><i>Fouling of Land by Dogs, (Flintshire County Council) - Order Number 1, 2009.</i></p> <p>This states that it is an offence not to clean up waste after a dog has fouled. The recommendation within this report is to replace the current Dog Control Order with a new PSPO, again covering all open space throughout Flintshire.</p>
1.06	<p>Creating a PSPO provides an opportunity to introduce additional enforcement actions against other designated offences, such as the complete exclusion of dogs from certain land classifications and a requirement to keep dogs on leads at all times in some specified areas.</p>
1.07	<p>At the All Member Workshop and the subsequent Environment and Overview Scrutiny Committee, members considered the additional enforcement areas and their relevance to each classification of open space. Environment Overview and Scrutiny then made a recommendation to Cabinet that the PSPO should include the enforcement activities defined in Appendix 1.</p>
1.08	<p>The Workshop and Committee meetings also considered a number of other activities which would promote responsible dog ownership in Flintshire and help reduce the level of dog waste which currently blights the open space and amenity land in the County. The Committee made a recommendation to Cabinet that the activities detailed in Appendix 2 should be adopted, where it is practical to do so.</p>
1.09	<p>Once approved, the proposals will be adopted on all Council land within the relevant land classification detailed within Appendix 1 - subject to a local consultation process and the revised PSPO will be in place before the existing Control Order expires in October 2017.</p>
1.10	<p>The new PSPO permits the Council to undertake enforcement activities on land not owned by the Council and therefore each Town and Community Council will be asked if they wish the Council to undertake these duties on land within their ownership, as part of the consultation process.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>Budget - There will be costs associated with signage for the new PSPO's in areas where they may need to be displayed. These costs will be funded from current budgets.</p>
2.02	<p>Legal – A new PSPO would replace the existing Dog Control Order and a formal legal process would need to be followed together with the appropriate formal consultation process with any comments received during the process</p>

	duly considered.
2.03	Staffing – A new PSPO would be enforced by Streetscene Enforcement staff supported by the current external enforcement organisation when required. The potential of utilising other site based staff to undertake enforcement duties was also recommended by the Committee and this will be considered on a case by case basis.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	With Cabinet Member.
3.02	With All Member workshop – January 5 th 2017.
3.03	With Environment Overview and Scrutiny Committee – January 2017.
3.04	A PSPO would require a public consultation and formal consultation with the Chief Constable of North Wales Police, the Police and Crime Commissioner for North Wales and appropriate community representatives.
3.05	Internal discussions have occurred between Streetscene and Transportation, Leisure Services and the Community Safety service area.

4.00	RISK MANAGEMENT
4.01	If the current Dog Control Order is not replaced by October 2017, the enforcement against owners that allow their dogs to foul in public areas would not be able to continue beyond this date.

5.00	APPENDICES
5.01	Appendix 1 – Enforcement orders to be included within the PSPO Appendix 2 – Additional activities to be undertaken to control dog fouling in the County

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Public Spaces Protection Orders (PSPO's)

Appendix 1

PROPOSAL	CONSEQUENCES FOR THE PUBLIC
1. Dog Owners, by order, to <u>remove their dogs faeces from all</u> of the land classifications discussed.	A Person in charge of a dog shall be guilty of an offence if in charge of a dog and does not remove dog faeces forthwith from public land.
2. Dog Owners <u>must place their dog on a lead</u> , when requested by an authorised officer, in response to a dog under their control being loose and causing a nuisance or annoyance to any other person, bird or animal, <u>on all</u> the land classifications discussed.	A person in charge of a dog shall be guilty of an offence if he/she does not comply with a direction by an authorised officer to put and keep the dog on a lead.
4. Dogs to be <u>excluded</u> from entering the boundary of Marked Sports Pitches .	A person shall be guilty of an offence if, at any time, he/she takes a dog onto, or permits the dog to enter or remain on a marked sports pitch.
5. Dogs to be <u>excluded</u> from the playing area of formal recreation areas such as bowling greens and tennis courts .	A person shall be guilty of an offence if, at any time, he/she takes a dog onto, or permits the dog to enter or remain at designated sports areas.
6. Dogs to be <u>excluded</u> from equipped children's play areas .	A person shall be guilty of an offence if, at any time, he/she takes a dog onto, or permits the dog to enter or remain in an equipped Children's play area.
7. Dogs to be <u>excluded</u> from all areas within School Grounds .	A person shall be guilty of an offence if, at any time, he/she takes a dog onto, or permits the dog to enter or remain on school grounds.
8. Dogs to be kept on a <u>lead</u> in Cemeteries .	A person in charge of a dog shall be guilty of an offence if, at any time, does not keep the dog on a lead.

Other Considerations

1. The member workshop considered dog control on beaches and proposed that a dog on lead zone at the car park at Talacre beach to be investigated. Being private property, it would be necessary to consult any proposals with the land owner.
2. Whilst there was a slight majority of members at the member's workshop agreeing with conditions to limit the number of dogs on a lead under a person's control there was no consensus on the enforcement figure. Officer recommendation to committee was for the condition not to be enforced at the current time. Local Authorities have consulted on this condition in other areas of the country with a varying number of dogs.

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Appendix 2

Additional Measures to Support Enforcement Activities

On 5th January 2017 an All Member workshop considered additional measure that could be utilised to assist Flintshire County Councils team of Environmental Enforcement Officers to reduce the amount of dog fouling through the authority. The options are listed within this document and identifies those measures supported. The Environmental Overview and Scrutiny Committee then recommended progressing these options on 11th January.

Options Supported

1. Provision of Dual use litter bins/dog faces bins

Presently Litter waste and dog faces are collected in separate bins. This increases the resources needed to service the bins and limits the availability of disposal locations for waste. Currently the waste within the litter bin is not recycled due to the level of contamination and people will place their dog faces within them.

It is proposed that both litter and dog faces should be placed in the same waste bin to increase the available locations. These bins will be clearly marked with both a litter and dog waste symbol.

This option will support members of the public with increased disposal locations and potentially reduce the waste being left on the ground. It will also reduce the servicing cost as only one vehicle will be utilised to service all bins.

2. Spraying it Pink' campaigns

In known dog fouling 'hotspot' areas it is proposed to have short term campaigns of spraying the deposited faces with a bright pink temporary paint to highlight the problem in the area. This will raise awareness to members of the public and notify those offenders that the problem has been identified and will not be tolerated.

The spray painted waste will stay in situ for a number of days then be removed by the Streetscene team.

3. Stencilling Footways/Pathways

In known dog fouling 'hotspot' areas it is proposed to place temporary 'No Dog Fouling' symbols on the footways/pathways. This would be a visual aid to remind dog walkers of their responsibility to pick up after their dog. Once the problem is resolved the symbol would be removed.

4. 'We are watching you' Campaign

Keep Britain Tidy launched a poster campaign in 2014 to raise awareness of the issues of dog fouling in known problem areas. The campaign involves placing 'We are watching you' signs in prominent location to notify those who do not pick up after their dog that enforcement officers are patrolling in the area.

These signs are in addition to the 'No fouling' signs and stickers currently used within Flintshire.

Flintshire proposes to utilise this scheme, or create a similar localised campaign, to assist enforcement. These signs would be erected in known dog fouling 'hotspot' areas for short periods of time until an improvement in cleanliness could be seen.

5. Dog walkers to carry a means of collecting their dog waste

It is proposed that a dog walkers must have a means upon them, in the form of a dog poo bag or such like, to collect their deposited dog waste. If, when stopped by an authorised officer, a dog walker cannot produce a bag then a Fixed Penalty Notice would be issued.

This would ensure that at all times, faces can be removed from the location. If a person cannot produce a suitable means of collection then it is presumed that that would not be able to remove the waste and it would remain in situ on the ground.

When a Fixed Penalty Notice is issued an enforcement officer would provide the member of the public with a roll of 'poo bags' in order for that person to collect their waste if necessary.

6. Plain Clothes Enforcement

All Environmental Enforcement Officer currently acting for Flintshire County Council wear a distinctive uniform that clearly identifies them as Enforcement Officers. When on patrol officers are clearly identifiable and it is noted that those who would regularly commit an offence would not do so when an officer is present.

Wearing 'plain clothes' would allow officer to patrol areas assessing dog walkers habits and identifying regular offenders. The officers would retain on them their Flintshire ID, authorisation card and body work CCTV units at all times.

7. Training

Train and authorise officers within the Council, e.g. Streetscene Co-Ordinators and Countryside Officers, to ensure against dog fouling.

Options not supported

1. The Provision of Dog Bag Dispensers

Fixed location dog bag dispensers were considered but it was not supported due to identified problems such as refilling units, increased littering form vandalism and limitations in securing successful prosecutions.



CABINET

Date of Meeting	Tuesday 14 February 2017
Report Subject	Review of the Councils Household Recycling Centre provision
Cabinet Member	Cabinet Member for Waste and Public Protection
Report Author	Chief Officer (Streetscene & Transportation)
Type of Report	Operational

EXECUTIVE SUMMARY

A review was undertaken in 2016 by Welsh Government (WG) on the Councils waste service. The review made recommendations on both the number of Household Recycling Centre's (HRC) in the County and on the way the Council collects its waste.

The outcome of the subsequent HRC review has been widely reported and this report provides an update for Cabinet on the progress made to deliver the final elements of the more localised HRC solution which have been previously endorsed by Cabinet and includes details of the proposed new HRC site, which is located at Rockcliffe, in the north of the County

RECOMMENDATIONS

1.	That Cabinet approve the plans to develop a new HRC site in Rockcliffe to replace the existing facilities in Flint and Connah's Quay.
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REPORT DETAILS

1.00	EXPLAINING THE BACKGROUND TO THE PROPOSALS
1.1	Following receipt of the recommendation for an optimum, three site HRC configuration for the County which were contained in the WG report on the Councils waste service in 2016, Cabinet requested officers explore a more localised solution for the service.
1.2	<p>In July 2016, Cabinet approved proposals to improve the current HRC facilities in Buckley and Mold within the footprint of the existing sites and along the lines to the existing HRC facility in Sandycroft.</p> <p>Arrangements at the new facilities would include:-</p> <ul style="list-style-type: none">• Clear separation of operational and service user areas – removing the requirement to close the sites when the skips were being emptied.• Easy 'step free' access to skips• Clear entrance and exits and good traffic management arrangements.
1.3	The construction work which will improve the two sites is now ongoing and the work is expected to be completed by the end of March 2017, allowing the facilities to reopen before the Easter weekend in April.
1.4	An extensive search by FCC's property team has identified a potential site in Rockcliffe to replace the Flint and Connahs Quay facilities. The proposed site is located directly between the two existing facilities and adjacent to the A548 coast road. Discussions on a potential lease for the site with the land owner are at an advanced stage, with details of the lease agreement included within a separate Part II report to Cabinet in order to maintain commercial confidentiality.
1.5	A capital bid of approximately £1.7 million, submitted by Flintshire County Council, has been approved by WG for funding from their Capital Change Programme fund. The funding is intended for the redevelopment of the two existing HRC's in Buckley and Mold and to support the purchase a number of new waste recycling vehicles. An agreement to transfer the funding from the purchase of vehicles to support the construction of the new Rockcliffe HRC site has been approved by WG, with the funding for the new vehicles now being funded from existing lease revenue budgets held within the service.
1.6	The total cost of all of the HRC site redevelopment work is approximately £2.3m and discussions with WG are at an advanced stage to provide additional financial support to fund at least some of the balance. In the event that the funding bid does not match the total cost of the three projects, bids have also been prepared to the Councils own Capital allocations.
1.7	Subject to Cabinet approval and conditional completion of the land transactions, it is expected that a Planning Application for the new facility will be submitted to the March Planning Committee, allowing construction to commence at the site during May 2017 with an approximate 15 week

	construction period.
1.8	Once completed, the new facility will be open on every day of the week rather than the three day week currently being operated at the existing facilities in Connah's Quay and Flint. The two existing sites in Flint and Connah's Quay will remain open until the new site is fully operational.
1.9	<p>The portfolio Business Planning proposals included savings from the rationalisation of HRC sites which consisted of two elements:</p> <ol style="list-style-type: none"> 1. Savings in operational costs from reduced site numbers 2. Savings from reduced landfill costs - through improved recycling. <p>As the saving from the first element will be significantly reduced by the revised, localised proposal the second element will become critical if the majority of the projected Business Planning financial savings are still to be delivered.</p>
1.10	A target of 90% recycling at all of the proposed facilities is therefore required in order to deliver the second element of the savings. Other Local Authorities in Wales are currently achieving this level of recycling at their HRC sites through a range of methods from controlling trade use to operating a 'resident only' permit schemes at some or all of the sites. A rebranding of the sites from the traditional 'skip site' to a modern efficient recycling centre will be required and a further report will be presented to Cabinet in June 2017, detailing the new operating model and expectations for all of the Councils HRC sites, in order to achieve the expected recycling rates and to deliver the associated financial savings required from the project.
1.11	Whatever new methods are adopted it is likely that this will impact on the way the public perceive and use the sites and support from all parties will be required in introducing the changes, in order for us to meet the 90% target.

2.00	RESOURCE IMPLICATIONS
2.01	There will be no reduction in the number of operatives required to operate the overall HRC provision.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Informal consultation has taken place with the public, local land owners, Local Members and the local Town Council on the proposals.
3.02	Consultation has taken place in 2016 with HRC site users regarding their aspirations for the HRC provision.
3.04	A "Survey Monkey" consultation process was also completed in 2016 allowing residents to make comments on the waste service and HRC provision.

3.06	Subject to approval, the redevelopment plans will be displayed at both Flint and Connaught's Quay HRC's during March 2017

4.00	RISK MANAGEMENT
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4.01	A Project Review Board has been set up to monitor and oversee the implementation of the proposals, and to ensure that the project stays on target.
4.02	A desktop review of the impact of the proposals has concluded that the new proposals do not negatively impact on any protected group.

5.00	APPENDICES
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5.01	None.
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Insert any hyperlinks to supporting documents if necessary.</p> <p>Contact Officer: Stephen O Jones Telephone: 01352 704700 E-mail: stephen.o.jones@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	HRC - Household Recycling Centre
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EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

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 2 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.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 February 2017 TO 30 April 2017**

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	1/02/17	Community and Enterprise	NEW Homes Business Plan 2016-21 To update the Committee on the work of the North East Wales (NEW) Homes Board	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	1/02/17	Community and Enterprise	Update on the Implementation of SARTH To update the Committee on the local project and progress with the Denbighshire Partnership	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	1/02/17	Overview and Scrutiny	Forward Work Programme The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Community & Enterprise 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	2/02/17	Education and Youth	Skilled Education Workforce Shortage To provide the Committee with information on how the Council is tackling the current skilled education workforce shortage	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	2/02/17	Education and Youth	Learner Outcomes To provide Members with a summary of learner outcomes, including attendance and exclusions across primary and secondary schools	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	2/02/17	Overview and Scrutiny	Forward Work Programme 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	6/02/17	Organisational Change	New Library Framework update To provide the Committee with an update on progress	Operational	Cabinet Member for Education
Organisational Change Overview & Scrutiny Committee	6/02/17	Organisational Change	Bailey Hill Project Update To provide the Committee with an update on progress	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	6/02/17	Organisational Change	Cambrian Aquatics Update To provide the Committee with an update on progress	Operational	Cabinet Member for Waste Strategy, Public Protection and Leisure
Organisational Change Overview & Scrutiny Committee	6/02/17	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	Not Applicable
Corporate Resources Overview & Scrutiny Committee	9/02/17	Chief Executive's	Revenue Budget Monitoring (Month 9) and Capital Programme Monitoring (Month 9) 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.	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	9/02/17	People and Resources	Workforce Information Report – Quarter 3 2016/17 To receive the Workforce Information Report for Quarter 3 of 2016/17.	Operational	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	9/02/17	Chief Executive's	Welsh Language Standards To present the Council's Welsh in the Workplace Policy.	Strategic	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	9/02/17	Chief Executive's	Corporate Safeguarding To consider and discuss the Corporate Safeguarding Policy	Strategic	Cabinet Member for Corporate Management
Corporate Resources Overview & Scrutiny Committee	9/02/17	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	14/02/17	Chief Executive's	Council Fund Revenue Budget 2017/18 To recommend the 2017/18 budget to Council for approval	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	14/02/17	Chief Executive's	<p>Housing Revenue Account (HRA) Revenue Budget 2017/18 and Capital Programme 2017/18 To recommend the Housing Revenue Account Revenue and Capital budgets 2017/18 to Council for approval</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	14/02/17	Chief Executive's	<p>Minimum Revenue Provision - 2017/18 Policy To present proposals for the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt in 2017/18, as required under the Local Authorities (Capital Finance and Accounting) (Wales) (Amendment) Regulations 2008 ('the 2008 Regulations') for 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	14/02/17	Chief Executive's	Prudential Indicators 2017/18 to 2019/20 To present proposals for setting a range of Prudential Indicators in accordance with the Prudential Code for Capital Finance in Local Authorities (the Prudential Code) for recommendation to Council	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	14/02/17	Chief Executive's	Council Fund Capital Programme 2017/18 - 2019/20 To recommend the Capital Programme for 2017/18 to Council for approval	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	14/02/17	Finance	Revenue Budget Monitoring 2016/17 (month 9) To provide the latest revenue budget monitoring information for 2016/17 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month nine	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	14/02/17	Chief Executive's	Capital Programme 2016/17 (Month 9) To provide a month nine Capital Programme update	Operational	Cabinet Member for Corporate Management
Cabinet	14/02/17	Chief Executive's	Treasury Management Strategy 2017/18 and Mid-Year Report 2016/17 To recommend the Treasury Management Strategy 2017/18 to Council for approval. To present the draft Treasury Management Mid-Year review 2016/17 for approval and recommendation to Council	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	14/02/17	Chief Executive's	Corporate Safeguarding Policy To approve the Corporate Safeguarding policy	Strategic	Cabinet Member for Corporate Management
Cabinet	14/02/17	Streetscene and Transportation	Review of the Council's Household Recycling Centre Provision To provide an update on the final phase of the service review	Strategic	Cabinet Member for Waste Strategy, Public Protection and Leisure

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Cabinet	14/02/17	Chief Executive's	Wales Audit Office Report on Financial Resilience: Savings Planning To receive this external report	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	14/02/17	Chief Executive's	Welsh Language Standards To advise on the agreed Welsh Language Standards for the Council for implementation	Strategic	Cabinet Member for Corporate Management
Cabinet	14/02/17	Organisational Change	Disposal of the former Euticals Chemical Processing Facility at Sandycroft To seek support for its disposal	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	14/02/17	Organisational Change	Leisure, Libraries and Heritage Alternative Delivery Model – Staffing Structure Proposals To approve the proposed workforce structure	Operational	Cabinet Member for Education, Cabinet Member for Waste Strategy, Public Protection and Leisure
Cabinet	14/02/17	Chief Executive's	Trade Union (Wales) Bill To invite a Cabinet response to the National Assembly for Wales Consultation on the Bill	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	14/02/17	Organisational Change	Acquisition of a lease for land for the proposed use as a Household Recycling Centre (HRC) To propose the acquisition of a lease for land for the proposed use as a Household Recycling Centre	Strategic	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	14/02/17	Governance	Digital Strategy To approve the Council's Digital Strategy	Strategic	Cabinet Member for Corporate Management
Cabinet	14/02/17	Streetscene and Transportation	Dog DNA Scheme and the Introduction of Dog Control Public Spaces Protection Orders To provide Cabinet with an update on the Dog DNA Scheme following submission to Environment Overview and Scrutiny Committee	Operational	Deputy Leader of the Council and Cabinet Member for Environment
Cabinet	14/02/17	Community and Enterprise	Supporting People Local Commissioning Plan To set out the commissioning and spend plan for 2017/18	Operational	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)
Cabinet	14/02/17	Social Services	New Child Care Offer To inform cabinet of the New Child Care offer for Flintshire	Operational	Cabinet Member for Social Services, Cabinet Member for Education
Cabinet	14/02/17	Education and Youth	Self Evaluation of Education Services To provide a draft Self Evaluation for adoption	Operational	Cabinet Member for Education
Cabinet	14/02/17	Chief Executive's	Regional Growth Strategy To recommend the preferred regional governance model	Strategic	Cabinet Member for Economic Development, Leader of the Council and Cabinet Member for Finance
Cabinet	14/02/17	Community and Enterprise	Deeside Plan To seek Cabinet approval of the Deeside Plan	Strategic	Cabinet Member for Economic Development, 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)
Flintshire County Council	14/02/17	Chief Executive's	Council Fund Revenue Budget 2017/18 To approve the recommendations of Cabinet and set a balanced budget for 2017/18		
Flintshire County Council	14/02/17	Chief Executive's	Council Fund Capital Programme 2017/18 – 2019/20 To present to Council the recommendations of the Cabinet in relation to the developing Capital Programme for 2017/18 to 2019/20		
Flintshire County Council	14/02/17	Chief Executive's	Housing Revenue Account Revenue Budget and Capital Programme 2017/18 To approve the recommendations of Cabinet for the HRA budget 2017/18		
Flintshire County Council	14/02/17	Chief Executive's	Prudential Indicators 2017/18 to 2019/20 To present to Council the recommendations of the Cabinet in relation to the setting of a range of Prudential Indicators.		

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Flintshire County Council	14/02/17	Chief Executive's	<p>Treasury Management Strategy 2017/18 and Mid-Year Report 2016/17 The report presents the Treasury Management Strategy 2017/18 for approval. In addition the report presents the Treasury Management Mid-Year review 2016/17 for approval.</p>		
Flintshire County Council	14/02/17	Chief Executive's	<p>Minimum Revenue Provision - 2017/18 Policy To present to Council the recommendations of the Cabinet in relation to the setting of a prudent Minimum Revenue Provision (MRP) for the repayment of debt.</p>		
Flintshire County Council	14/02/17	Governance	<p>Co-opted Members To agree the appointment of co-optees to the Standards and Audit Committees</p>		
Flintshire County Council	14/02/17	Governance	<p>The Six Months Rule To seek the Council's approval for the continued absence of two Members.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
March					
Flintshire County Council	1/03/17	Community and Enterprise	Council Tax Setting To approve the Council Tax charges for the following year as part of budget setting.		
Flintshire County Council	1/03/17	People and Resources	Pay Policy Statement To provide Members with a summary of the Pay Policy Statement which summarises the Council's approach to pay and remuneration for the year ahead		
Social & Health Care Overview & Scrutiny Committee	2/03/17	Social Services	Social Services Annual Report For the Committee to receive and consider the draft Social Services Annual Report	Strategic	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	2/03/17	Social Services	Double Click To receive a presentation on progress following the transition to a Social Enterprise	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	2/03/17	Overview and Scrutiny	Quarter 3 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)
Environment Overview & Scrutiny Committee	8/03/17	Overview and Scrutiny	Quarter 3 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	8/03/17	Community and Enterprise	Deeside vision To discuss and agree the draft Deeside vision document setting out how long term economic growth can be facilitated and supporting infrastructure improved.	Strategic	Cabinet Member for Economic Development
Environment Overview & Scrutiny Committee	8/03/17	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
Community and Enterprise Overview & Scrutiny Committee	8/03/17	Community and Enterprise	Customer Services Strategy Update To update the Committee on the Customer Services Strategy	Operational	Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	8/03/17	Community and Enterprise	Deeside Plan To consider and give views on the Deeside Plan which sets out a 30 year vision to facilitate economic growth in Deeside to benefit the County and the wider region.	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)
Community and Enterprise Overview & Scrutiny Committee	8/03/17	Community and Enterprise	Welfare Reform Update To update on the impact of Welfare Reform on Flintshire residents	Operational	
Community and Enterprise Overview & Scrutiny Committee	8/03/17	Overview and Scrutiny	Quarter 3 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
Corporate Resources Overview & Scrutiny Committee	9/03/17	Overview and Scrutiny	Quarter 3 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
Corporate Resources Overview & Scrutiny Committee	9/03/17	Finance	Revenue Budget Monitoring 2016/17 (Month 10) 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 10, and projects forward to year-end.	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)
Organisational Change Overview & Scrutiny Committee	13/03/17	Overview and Scrutiny	Quarter 3 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
Cabinet	14/03/17	Community and Enterprise	Customer Services Strategy Update on progress with the three main workstreams; Digital, Telephone contact and face to face services	Operational	Cabinet Member for Corporate Management
Cabinet	14/03/17	Education and Youth	Integrated Youth Provision Service Redesign Reshaping of Integrated Youth Provision leadership and management	Operational	Cabinet Member for Education
Cabinet	14/03/17	Education and Youth	School Admission Arrangements 2018 Annual approval of Admission Arrangements	Operational	Cabinet Member for Education
Cabinet	14/03/17	Community and Enterprise	SHARP Batch 3 Proposed Schemes To seek approval for the next round of schemes	Strategic	Cabinet Member for Housing

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Cabinet	14/03/17	Community and Enterprise	Commuted Sums and Shared Equity Redemption Payment Policy To seek Cabinet approval for the use of commuted sums for the delivery of new affordable housing in Flintshire	Strategic	Cabinet Member for Housing
Cabinet	14/03/17	Chief Executive's	Revenue Budget Monitoring 2016/17 (Month 10) 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 10, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	15/03/17	Governance	IA Progress Report To present to the Committee an update on the progress of the Internal Audit Department		
Audit Committee	15/03/17	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	15/03/17	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.		
Education and Youth Overview & Scrutiny Committee	16/03/17	Overview and Scrutiny	Quarter 3 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	16/03/17	Education and Youth	Self-Evaluation of Education Services To enable Members to fulfil their role in relation to performance monitoring of education services	Operational	Cabinet Member for Education
April					
Cabinet	11/04/17	Community and Enterprise	Housing (Wales) Act 2014 An update on progress implementing the homeless legislation in 2016/17 (including decision on intentionality / prevention / B&B	Operational	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)
Cabinet	11/04/17	Chief Executive's	<p>Revenue Budget Monitoring 2016/17 (Month 11) 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 11, and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance

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