

# Public Document Pack



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To: Cllr Clive Carver (Chairman)

Councillors: Haydn Bateman, Bob Connah, Paul Cunningham, Patrick Heesom, Andrew Holgate, Dave Hughes, Paul Johnson, Richard Jones, Mike Lowe, Hilary McGuill, Michelle Perfect, Vicky Perfect and Arnold Woolley  
(+ 1 Labour vacancy)

10 November 2017

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 16th November, 2017 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

## **A G E N D A**

### **1 APOLOGIES**

**Purpose:** To receive any apologies.

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

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

### **3 MINUTES (Pages 3 - 12)**

**Purpose:** To confirm as a correct record the minutes of the meeting held on 19 October 2017.

### **4 NORTH WALES FIRE & RESCUE AUTHORITY UPDATE**

**Purpose:** To receive an update on the future of the Fire and Rescue Services in North Wales.

### **5 FLINTSHIRE PUBLIC SERVICES BOARD REVIEW AND WELL-BEING PLAN DEVELOPMENT (Pages 13 - 26)**

Report of Chief Executive - Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets

**Purpose:** To provide a review of the work of the Public Services Board and the development of the Well-being Plan.

**6 COUNCIL PLAN 2017/18 - MID YEAR MONITORING (Pages 27 - 50)**

Report of Chief Executive, Chief Officer (Governance) - Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets

**Purpose:** To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2017/18.

**7 REVENUE BUDGET MONITORING 2017/18 (MONTH 6) AND CAPITAL PROGRAMME MONITORING (MONTH 6) (Pages 51 - 108)**

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

**Purpose:** To provide the latest revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account (based on actual income and expenditure as at Month 6 projected forward to year end). To provide information on Month 6 of the Capital Programme 2017/18.

**8 FORWARD WORK PROGRAMME (Pages 109 - 114)**

Report of Democratic Services Manager -

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

Yours sincerely



Robert Robins  
Democratic Services Manager

## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **19 OCTOBER 2017**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 19 October 2017

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

Councillors: Haydn Bateman, Bob Connah, Paul Cunningham, Andy Dunbobbin, Patrick Heesom, Andrew Holgate, Dave Hughes, Paul Johnson, Richard Jones, Mike Lowe, Michelle Perfect, Vicky Perfect and Arnold Woolley

**SUBSTITUTE:** Councillor Mared Eastwood (for Hilary McGuill)

**ALSO PRESENT:** Councillor Marion Bateman. Paul Goodlad and Richard Hayward of Wales Audit Office were present to observe the meeting as part of the ongoing Overview & Scrutiny review.

**CONTRIBUTORS:** Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets; Chief Executive; Chief Officer (Governance); and Finance Manager, Corporate Accounting & Systems

Regional Manager, Emergency Planning (for minute number 29)

Senior Manager, Human Resources & Organisational Development; and Finance Manager, Community Services (for minute number 30)

**IN ATTENDANCE:** Democratic Services Manager and Democratic Services Officer

## **27. DECLARATIONS OF INTEREST**

There were no declarations of interest.

## **28. MINUTES**

The minutes of the meeting of 21 September 2017 were submitted.

Councillor Arnold Woolley commented on the availability of agendas as early as possible to allow Members to contribute fully to the meeting. The Democratic Services Manager explained that whilst it had not been possible to meet the postal deadline in this instance, the agenda had been published online within the statutory deadline which provided for three clear working days' notice.

On minute number 21, Councillor Richard Jones pointed out that his concerns were reflected in the minutes but that his additional resolution was not. He said that his proposal 'to ensure the infrastructure support for each of Flintshire's towns is equitable' had been unanimously supported by the

Committee. He said that there was also no mention of this on the subsequent Cabinet report which led him to question whether his comments had been considered by Cabinet.

Whilst Councillor Aaron Shotton agreed with equitable investment across all areas, this was not practical to achieve as grant funding was subject to conditions only met by certain areas, for example Vibrant & Viable Places funding. He recalled that the Committee had accepted this explanation at the meeting.

The Chief Executive said that the explanation given was reflected in the minutes and that the Plan could not contain commitments that were not viable. He confirmed that Councillor Jones' concerns had been verbally reported to both Cabinet and County Council and that the accuracy of the minutes was a matter for the Committee to determine.

Following a query by Councillor Heesom, it was confirmed that the Member briefing on the North Wales Growth Deal would be held before Christmas. Councillor Shotton said that the briefing would help to explain the strategic nature and economic benefits to the whole of Flintshire.

Councillor Jones explained that the aim of his additional resolution was to raise the matter for debate and challenge, and to consider opportunities for other sources of funding which may become available, to benefit areas which did not fulfil the criteria for grant aid.

Councillor Woolley proposed that the minutes be amended to reflect Councillor Jones' additional resolution, which was duly seconded. On being put the vote, the amendment was lost.

On minute numbers 21 and 22, Councillor Woolley highlighted a number of typographical errors.

**RESOLVED:**

That subject to the amendments from Councillor Woolley, the minutes be approved as a correct record and signed by the Chairman.

**29. EMERGENCY PLANNING ANNUAL REPORT**

The Chief Executive introduced an update on regional emergency planning arrangements and invited the Regional Manager to give a presentation covering the following areas:

- Background
- Service overview
- Regional activity
- Flintshire overview
- Recent Flintshire activity
- Future activity

The fully integrated regional service was hosted by Flintshire and linked to the Local Resilience Forum comprising Category 1 and 2 responders, hosted by North Wales Police. The cost efficient and resilient model operated by the service was unique in Wales and was viewed as good practice by other regions. An update was given on regional activities to strengthen arrangements, together with progress on the Council's own internal arrangements including an overview of the Emergency Management Response Team.

In response to a query by Councillor Patrick Heesom, the Regional Manager explained that work was risk-led and he agreed to speak with Councillor Heesom separately on contingency arrangements for the classified industrial site in Mostyn. He also spoke about the opportunity to offer commercial resilience services to businesses.

Councillor Arnold Woolley referred to the failure of the telephone system to cope with demand during recent bad weather and asked about preventative steps. The Chief Executive shared the concerns about this temporary fault and gave assurance that follow-up actions were being taken. He said that business continuity plans were tested and would provide more information at a later date.

The Regional Manager and Chief Executive provided clarification to Councillor Haydn Bateman on alarm testing procedures and communication arrangements for the nearby Synthite factory classified site.

On questions from Councillors Paul Cunningham and Paul Johnson, explanation was given on the approach to testing procedures and arrangements with Network Rail as a Category 2 responder.

**RESOLVED:**

- (a) That the Committee is assured by the update; and
- (b) That the Committee receives future reports on the preparedness of the Council to plan for emergencies and specific follow-up reports to any major local or regional emergency events to which the Council has had to respond.

**30. FINANCIAL FORECAST AND STAGE ONE OF THE BUDGET 2018/19**

The Chief Executive introduced the report setting out the current financial forecast position for 2018/19 to seek views on Stage 1 of the Council Fund revenue budget proposals. Budget options for each service portfolio had been considered by the respective Overview & Scrutiny Committees, noting that the Welsh Government (WG) announcement of the Provisional Local Government Settlement was a key variable in the financial forecast.

A briefing note by officers on the outcome of the Settlement announcement was shared, together with information issued by the Welsh Local Government Association (WLGA).

Discussions during the budget process had generated widespread concerns about the impact of further reductions on service resilience, as indicated by risk assessment levels. Budget efficiency options totalling around £3m had raised no objections, with the exception of a £35K efficiency for the Music Service for a new service model which was still under development.

The Chief Officer (Governance) gave a summary of the efficiencies achieved in his portfolio, noting that some elements of the budget were outside the control of the Council. The vast majority of planned efficiencies had already been delivered which meant that further savings posed a risk to operating levels. The benchmarking information demonstrated that services were operating at either the same or below average cost of peer authorities.

The Senior Manager, Human Resources & Organisational Development advised that efficiencies in her portfolio were mainly a result of major restructuring which left the service operating at optimal level. There was a risk that further efficiencies would affect the ability of the service to meet the needs of a large-scale workforce.

The Finance Manager, Corporate Accounting & Systems reported that having achieved most of the planned efficiencies through structural changes and new software, work was ongoing to deliver the remaining £200K. Demand on the service was high, particularly in view of the changing financial position of the Council.

The Finance Manager, Community Services provided an overview of efficiencies delivered in Customer Services, Revenues & Benefits and Welfare Rights, mainly generated through the Flintshire Connects service. She spoke about the development of digital services for customer access and improvement in the Registration Service which was performing well against national key performance indicators.

Officers were undertaking detailed analysis of the outcome of the settlement and were awaiting information on specific grants. Following the initial forecast position of a £11.7m projected gap, the reduction of 0.09% in funding would increase the budget gap by £1.9m including new responsibilities for homelessness duties as an additional pressure. It was also predicted that a further pressure on national non-domestic rates (NNDR) was likely to have a net impact of £64K. On the summary of inflation, the projected increase in gas charges was being reviewed, following a challenge. The only new efficiency for Corporate Services was £0.010m in Records Management.

Councillor Richard Jones asked whether the benefits of the Council collecting NNDR was outweighed by the resources required to do this. The Chief Executive explained that the performance of individual councils on collection targets affected the redistribution of funding across Wales. The lean operating model in Flintshire had been recognised. On benchmarking for ICT service provision, the Chief Officer advised that the unit cost was lower than average with spend more widely across the Council to support higher levels of agile working.

This was a continuing trend, supported by the digital strategy, to help deliver efficiencies in other areas.

The Chairman raised a query on business rates for the County Hall building and was informed that a confidential report would be considered at the next meeting of Cabinet.

It was acknowledged by Councillor Patrick Heesom that budget options were reaching a critical stage but he raised concerns about the effect of any potential collaborative executive arrangements to address 'deficit areas'. He also asked about contingency arrangements to manage increases in inflation. The Chief Executive said that the Council had no new plans in place for collaboration and that regional discussions remained open. Councillor Shotton said that reduced finances from national government and increased pressures could not be resolved by sharing management resources with other councils. He referred to the resilience statements across service areas, many of which were assessed as amber, and called upon Members to reflect on the implications of the next stage of the budget process. On County Hall, he said that the Council was duty-bound to look at the scale and efficiency of its buildings to identify more operational savings.

In response to comments on reserves, officers gave a reminder that these could be used only once and that there was a protocol for decisions on earmarked reserves. An update was also included as part of the revenue budget monitoring report.

Following Councillor Arnold Woolley's concerns on the impact of capacity issues in Accounts Payable, it was explained that the team was now leaner but this did not pose any risk to the cashflow position of small and medium enterprises.

Councillor Paul Johnson pointed out reference to the unpredictable nature of inflation in the current economic climate. Officers explained that a risk-based approach was taken to inflation with predictions based on national intelligence and regular briefings with specialist advisors.

Councillor Jones spoke about the funding given by WG to the National Health Service which did not improve the efficiency of that service, and therefore it seemed logical to reconsider allocations for councils. Councillor Shotton said that the provisional settlement was a separate matter to the funding formula. He explained that the Council would continue to make the case to WG about the value of social care and its benefits to the Health service. Councillor Jones remarked on links between the funding formula and calculation of the Standard Spending Assessment (SSA) and asked if key indicators were missing to support the Council's funding case to WG. In responding, Councillor Shotton said that a unified voice was needed by local government in Wales.

Following comments by the Chairman, the Chief Executive clarified how population estimates were used at a national level to inform funding distribution.

When asked by Councillor Heesom about seeking a change to the SSA calculation, Councillor Shotton said that a joint approach was needed across councils in Wales to strengthen the national case.

Councillor Jones agreed that the settlement figure and funding formula were different and that the distribution of both was a key issue. He made the point that the Council should not rely solely on the funding formula to make representations to WG.

Following Councillor Johnson's proposal to accept the recommendations in the report, the Chief Executive clarified that there were no objections to any of the Stage 1 options to be submitted to Cabinet and that the comments raised had been noted.

Councillor Jones proposed that the resolution include the efficiency for Records Management along with those for Customer Services. This was supported by the Committee.

**RESOLVED:**

That the Committee notes the Stage One budget proposals and financial pressures, and the proposed savings as follows:

- Records Management - reduction in the amount of records in storage - £0.010m.
- Customer Services - new service models to deliver customer access through digital would return an efficiency of £0.050m.
- Flintshire Connects - options to change the delivery of the Connects service could deliver a range of savings between £0.056m and £0.112m depending on the option chosen.
- Registration Services - additional income from charging for declaration of births would deliver an additional £0.012m.

**31. VARIATION IN ORDER OF BUSINESS**

It was agreed to consider the latest Revenue Budget Monitoring report as the next item.

In view of time constraints, Councillor Patrick Heesom proposed that the item on Flintshire Public Services Board be deferred to the next meeting. The Chief Executive advised that the report was due to be considered by Cabinet prior to public consultation and that Members should forward any observations to officers. The remainder of the items would be considered in the order shown on the agenda.

**32. REVENUE BUDGET MONITORING 2017/18 (MONTH 5)**

The Finance Manager introduced a report on the revenue budget monitoring position for 2017/18 as at Month 5 for the Council Fund and Housing Revenue Account (HRA) prior to consideration by Cabinet.



On the Council Fund, the net in-year position was forecast to be £1.348m higher than budget, which was a slight increase from Month 4. Projected variances were summarised for each portfolio and the monitoring of in-year risks included assessment of new emerging risks to determine the impact on 2018/19. It was estimated that 92% of planned efficiencies would be achieved and a balance of £3.734m of contingency reserves held by year end.

On the HRA, in-year spend was projected to be £0.026m lower than budget, leaving a year end balance of £1.090m which was above the recommended minimum level.

In response to a query from Councillor Richard Jones, the Chief Executive provided explanation on recurring funding from the Intermediate Care Fund (ICF) which was a new issue for the budget due to late confirmation. As part of Stage 2 of the 2018/19 budget process, Members' support would be sought to request that this funding be ring-fenced.

**RESOLVED:**

That the Committee notes the Revenue Budget Monitoring 2017/18 (Month 5) report and confirms that there are no issues to be brought to the attention of the Cabinet.

**33. WELSH IN THE WORKPLACE POLICY**

The Chief Executive presented the draft Welsh in the Workplace Policy prior to seeking adoption by Cabinet. The commitments in the policy reflected the requirements for compliance with the Welsh Language Standards and were proportionate to Flintshire.

No comments were received, however Members were able to submit observations by email to the Chief Executive prior to consideration by Cabinet.

**RESOLVED:**

- (a) That the Committee is assured that work is being undertaken to comply with the Welsh Language Standards;
- (b) That the Welsh in the Workplace Policy be noted; and
- (c) That the Committee receives annual reports on work carried out to meet the Welsh Language Standards.

#### **34. FORWARD WORK PROGRAMME**

The Democratic Services Manager advised that the deferred item on Flintshire Public Services Board review and Well-being Plan Development would be included for the next meeting. No further changes were made.

##### **RESOLVED:**

- (a) That the Forward Work Programme as submitted, be approved with the amendment; and
- (b) That the Democratic Services Manager, in consultation with the Chairman, be authorised to vary the Forward Work Programme between meetings, should this be necessary.

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

##### **RESOLVED:**

That the press and public be excluded from the meeting as the following item was considered to be exempt by virtue of paragraph 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

#### **36. DIGITAL PRINT SERVICE**

The Chief Officer (Governance) presented a report to seek views on proposed changes as a result of a decline in demand for print services. Following detailed analysis of the service, a joint competitive exercise had been carried out with Denbighshire Council for a replacement print contract. The report summarised proposed future arrangements supported by structural changes on which teams had been consulted.

The Chief Officer provided clarification on a range of issues such as cost comparison and efficiency of equipment. During discussion about a previous incident, he agreed to provide a separate response on the costs involved.

##### **RESOLVED:**

- (a) That the Committee supports the appointment of a pool of suppliers on a two year contract that will ensure the Council obtains the most economically advantageous terms for its colour printing service and has no comments to refer to Cabinet; and
- (b) That, in light of the reducing demand for print services, the Committee supports the revision of the Digital Print service and the interim establishment structure as shown.

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

There was one member of the press in attendance.

(The meeting started at 10am and ended at 12.45pm)

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**Chairman**

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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 16 November 2017
<b>Report Subject</b>	Flintshire Public Services Board review and Well-being Plan Development
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive
<b>Type of Report</b>	Strategic

### EXECUTIVE SUMMARY

To provide an overview of the work of the Flintshire Public Services Board (PSB) to date and the development of the Well-being Plan.

The Public Services Board was formed in April 2016, as a statutory responsibility of the Well-being of Future Generations (Wales) Act 2015. Its work to date has focused on the production of the Well-being Assessment and the development of the Well-being Plan which is to be published by May 2018.

In addition the PSB has continued work on the priorities from the former Local Services Board (LSB) and also maintains its statutory role of the Community Safety Partnership.

This report also provides a brief overview of the strategic partnerships which report into the PSB.

### RECOMMENDATIONS

1	That Members are assured of the level of progress that the Flintshire Public Services Board (PSB) has made to date.
2	That the PSB themes/priorities for the Well-being Plan are supported.
3	That Members support the level of progress of the various strategic

	partnerships.
4	That Members support the next steps outlined and the timeframe around delivery.

## **REPORT DETAILS**

<b>1.00</b>	<b>FLINTSHIRE PUBLIC SERVICES BOARD</b>
1.01	Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect statutory and third sector partners to work together with shared priorities. The Flintshire Public Services Board (PSB) is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on providing efficient and effective public services.
1.02	The high level aim of the Flintshire PSB is to “protect, sustain and improve the economic, social, environmental and cultural well-being of Flintshire through collaborative working as a single public service”.
1.03	Since the introduction of the Well-being of Future Generations Act (Wales) 2015, the Flintshire PSB has made much progress towards achieving the main duties of the Act.
1.04	In fulfilling its roles and activities the Board will contribute to the seven national well-being goals.
1.05	Public sector partners work together to achieve these goals. The first step required of public sector partners, as a new statutory duty, has been to complete and publish a detailed analysis of the conditions of ‘well-being’ in the communities they serve by using all available data-sets of demographics, deprivation etc. This is known as the Well-being Assessment. The second step is to agree and publish a Local Well-being Plan for collective action on a set of locally derived priorities.
1.06	<b>Well-Being Assessment</b>
1.07	A Well-being Assessment for Flintshire has been produced and published in line with statutory requirements. This presents a contemporary picture of life and well-being in Flintshire.
1.08	Three of the PSBs in North Wales (the joint Conwy/Denbighshire PSB, the Wrexham PSB and the Flintshire PSB) engaged a single research team to develop their assessments. These three assessments have similar structures and have been developed using similar information and data sources. This was an effective use of resources to reduce work and cost.
1.09	The draft Flintshire Assessment was sent to both the Welsh Government and the Future Generations Commissioner for comment. Their feedback was considered by the PSB at its meeting in April where it was agreed that

	the majority of the feedback could be used for future editions of the Assessment. There was little time to amend the Assessment before the statutory publication date.
1.10	<b>The Well-being Plan for Flintshire and PSB Priority Themes</b>
1.11	The Well-being Plan is a requirement of the Well-being of Future Generations (Wales) Act and needs to be produced and published by May 2018. Work is on-going, the first significant step has been the production and publication of the Well-being Assessment as outlined above. Work is now underway around the development of the Well-being Plan as the second step.
1.12	The Well-being Plan will have a number of priorities which have been chosen as the themes where the PSB can add most value. Working together to make an impact on these priorities is the collective aim of the Flintshire PSB for collective gain.
1.13	<p>The Flintshire PSB has selected and endorsed five themes and a number of priorities as outlined below. These include two themes which continue as former LSB priorities, a newly developed priority and two new additional themes:</p> <p><u>Theme: Well-being and Independent Living (former LSB priority)</u></p> <ul style="list-style-type: none"> <li>• Provide information and support for people to take responsibility for their own health and that of their families.</li> <li>• Targeted interventions where individual and families have the most to gain.</li> <li>• Deliver more services closer to home.</li> <li>• Build and strengthen the care sector.</li> </ul> <p><u>Theme: Community Safety (former LSB priority)</u></p> <ul style="list-style-type: none"> <li>• Delivering safer neighbourhoods.</li> <li>• Domestic abuse and sexual violence.</li> <li>• Drugs and alcohol.</li> <li>• Reduce re-offending.</li> </ul> <p><u>Theme: Resilient Communities (newly developed priority)</u></p> <ul style="list-style-type: none"> <li>• Enable and inspire communities across Flintshire to develop into confident, cohesive, and forward thinking communities.</li> <li>• Develop and coordinate an approach across public services that ensures when any public service is working with a community that additional skills and capacity are left with that community. This approach will start will tackling sedentary behaviour amongst children and adults, by enabling individual to make positive changes to their lifestyles and improvements to their overall health.</li> <li>• Co-ordinate an approach across public service delivery that maximises the impact of community benefits.</li> <li>• Further develop community ownership models including Community Asset Transfers (CAT), micro social enterprises and</li> </ul>

	<p>community shares.</p> <p><u>Theme: Economy and Skills (new priority)</u></p> <ul style="list-style-type: none"> <li>• Strategic sites (employment and housing).</li> <li>• Transport infrastructure and services.</li> <li>• Business growth and innovation.</li> <li>• Skills, worklessness and social reform.</li> </ul> <p><u>Theme: Environment (new priority)</u></p> <ul style="list-style-type: none"> <li>• Green Infrastructure</li> <li>• Environmental Protection and Enhancement</li> <li>• Flood Protection</li> <li>• Climate Change</li> </ul>
1.14	Briefing documents for each of the five themes to give an overview of the theme/priority, its sub-priorities and the rationale and evidence base for selection have been prepared.
1.15	The PSB held two workshops in September 2017. One workshop was arranged to further develop the Environment Theme and the other was to review the emerging PSB Themes/priorities for the Well-Being Plan before endorsement.
1.16	<p>The PSB held an additional meeting on Thursday, 28<sup>th</sup> September 2017, to:</p> <ol style="list-style-type: none"> <li>endorse the PSB themes, priorities and sub-priorities for the Plan;</li> <li>discuss the outline of the Plan and proposed format; and</li> <li>agree the timeline for Plan development and publication</li> </ol> <p>The PSB Themes and priorities/sub-priorities were formally adopted by all PSB members and work is underway to pull these into a draft Well-Being Plan which will go out to public consultation.</p>
1.17	As part of the Act, there is a requirement to have a 14 week consultation period around the Well-Being Plan with the Commissioner and this has to take place prior to any public consultation. This process commenced in July and will conclude in early October 2017.
1.18	<b>Well-being Objectives and Alignment to the Council Plan</b>
1.19	The Council as a statutory member of the PSB has a duty to set and publish their own Well-being Objectives to show how they will work to achieve the vision for Wales and make sure that they meet the objectives that are set. The Council together with its partners will support the health and well-being of both the current and future generations through following these objectives.
1.20	A set of Well-being Objectives for Flintshire County Council has been formally adopted. Please refer to Appendix item 1 for a copy of the Well-being Objectives for Flintshire.



1.21	The Well-being Objectives have been integrated into the Council Plan 2017-23. These are defined within the Plan as impact statements, and the measures are aligned to monitor progress outcomes towards these.
1.22	<b>Next Steps</b>
1.23	The 12 week public consultation period will commence in October 2017 and conclude at the end of January 2018. The public engagement events around the budget that are due to take place in October 2017 will also be utilised to help with the public engagement element of the Plan. Work is currently underway to develop these sessions.
1.24	As part of the consultation process, both Cabinet and Scrutiny will be invited to endorse the Plan, structure and overview content.
1.25	A Workshop for Members will take place in early February 2018 with the outcomes of the workshop and wider public consultation going to CROSC on 15 <sup>th</sup> February 2018.
1.26	Any comments/feedback received as part of the consultation period will be taken into account when finalising the Plan. The final Plan is to be endorsed by the PSB in March 2018.
1.27	The Well-being Plan for Flintshire once endorsed by the PSB, will be presented to each of the PSB member bodies for approval within their retrospective governance structures during March/April 2018 with a view to the Plan being published in early May 2018.
1.28	For Flintshire County Council, the Plan will go to Cabinet and to a Special County Council for formal approval/sign off on 24 <sup>th</sup> April 2018.
1.29	<b>Strategic Partnerships – Progress Updates</b>
1.30	The Strategic Partnerships consist of the following Boards: <ul style="list-style-type: none"> <li>• Health, Well-being and Independence Board</li> <li>• People are Safe Board</li> <li>• Youth Justice Board</li> <li>• Voluntary Sector Compact</li> </ul>
1.31	Since April 2017, all of these Partnerships have completed a Partnership Self-Assessment to assess the effectiveness of strategic partnership working within their Partnerships. This Self-Assessment enables a rapid appraisal or “health check” of a partnership that can be used to further develop a partnership or diagnose difficulties or areas of conflict for action. Copies of these were shared with the PSB at their meeting in July. A detailed analysis of the findings is currently being prepared and will be presented to the PSB in October 2017.
1.32	Progress updates for these Partnerships are outlined below:
1.33	<b>Health, Well-Being and Independence Board</b>

	<p>Work in ongoing and good progress has been made. Since April, the work of the Health, Well-being and Independence Board has continued with a priority on revisiting and revising the priorities set within the “People Enjoy Good Health and Wellbeing” Chapter within the new framework for PSB priorities. The focus for the Board will therefore, become the “Well-being and Independent” Living Theme.</p> <p>The Board has completed a Partnership Self-Assessment as part of the revised process with areas for further development noted.</p> <p>The Board last met on 19<sup>th</sup> June where the proposed set of revised priorities were agreed in preparation for submission to the PSB as detailed below:</p> <ol style="list-style-type: none"> <li>i. Provide information and support for people to take responsibility for their own health and that of their families.</li> <li>ii. Targeted interventions where individuals and families have the most to gain.</li> <li>iii. Deliver more services closer to home.</li> <li>iv. Build and strengthen the Care Sector.</li> </ol> <p>These proposals have been shared with the PSB Members for their comment prior to the PSB Workshop which took place on 15<sup>th</sup> September 2017. Following the workshop and endorsement of these priorities, the Board will undertake more detailed work to develop key objectives and measures of success against each of those priorities. The next meeting of the Board is scheduled to take place on 4<sup>th</sup> October 2017.</p> <p>Senior representatives from the partner organisations on the Health, Well-being and Independence Board also meet to discuss progress and strategic issues relating to health and social care beyond the Health, Well-being and Independence Board meetings and therefore, further opportunities exist to address issues, discuss agendas and agree priorities.</p>
1.34	<p><b><u>People are Safe Board</u></b></p> <p>Work is on-going, good progress has been made. The Board has met twice since 1<sup>st</sup> April 2017, and has agreed a work programme for 2017/18. The basis of work programme reflects areas for improvement identified as part of the self-assessment process, a Review of the 2016/17 Work Programme and incorporates the key priorities identified the North Wales Safer Communities Board.</p> <p>The intention of the work programme is to respond to the issues affecting Flintshire and the focus is as follows:</p> <ol style="list-style-type: none"> <li>i. <b>Prevent Crime and Anti-Social Behaviour</b> <ul style="list-style-type: none"> <li>• Reduce victim based crime</li> <li>• Reduce Anti-Social Behaviour (ASB)</li> <li>• Increase the reporting of Hate Crime</li> <li>• Support vulnerable people to prevent them from becoming victims of crime</li> <li>• Reduce repeat incidents of victim based crime and ASB for victims</li> </ul> </li> </ol>

- and perpetrators
  - Work with MARAC to reduce the levels of repeat high risk victims of Domestic Abuse
  - Deal effectively with high risk cases of Domestic Abuse.
  - Increase the confidence in reporting Domestic Abuse and Sexual Violence
  - Increase awareness amongst young people of domestic abuse and sexual violence
- ii. Reduce harm and the risk of harm**
- Reduce substance misuse
  - Reduce drug and alcohol use
  - Community Tension Monitoring
- iii. Deliver an Effective Response**
- Reduce reoffending
  - Understand and address migration impacts on the community safety agenda

Some of the key activities that have been identified to support these priorities are as follows:

- Look at how Online Watch Link (OWL) can use other forms of Social Media to reach the wider community.
- Work with the Police and Crime Commissioner’s ‘victim hub’ to ensure an enhanced service to victims of crime.
- Maintain the multi-agency intelligence led approach to tackle ASB through monthly tasking and ad hoc professionals meetings.
- Raise awareness of violence against women by supporting the International White Ribbon Campaign on a local and regional level.
- Implementation of The violence against Women, Domestic Abuse and Sexual Violence (Wales) National Training Framework.
- Establish a virtual network to disseminate information and advice on substance misuse appropriately.
- Implementation of recommendations emerging from the Harm Reduction and Drug Poisoning Review Group.
- Implementation of alcohol brief intervention training as per the alcohol demand reduction work stream.
- Target repeat offenders (adults) via an Integrated Offender Management (IOM) process. Identifying those who cause the most harm (prolific offenders) and addressing their re-offending behaviour.
- Targeting young offenders to reduce offending and re-offending by implementing the Flintshire Youth Justice Service Plan.

Progress to date is good and the level of confidence in achieving these activities during the year is high.

1.35

**Youth Justice Board**

Governance of the Youth Justice Service is provided by the Executive Management Board reporting into the North Wales Safer Communities

	<p>Board Partnership. During 2016 the Youth Justice Executive Management Board commissioned an independent review of its operation and a number of recommendations/areas for improvement were highlighted as a result of this review. These are listed below:</p> <ul style="list-style-type: none"> <li>• Review of current membership to include new strategic partners, voluntary and third sector organisations,</li> <li>• Ensuring the Board took further consideration to the views of children and young people,</li> <li>• Improve the consistency and seniority of the attendance of Board Members,</li> <li>• Revisit the expectations, induction and roles of Board Members,</li> <li>• Continue to build knowledge about each agency's contribution to the principle aim to reduce offending by children and young people,</li> <li>• Explore further integration with neighbouring local authorities within the region.</li> </ul> <p>Since April 2017, two half day workshops (one in May and one in July 2017) have taken place to review the current membership of the board, the roles and responsibilities of the Board to include its Terms of Reference, and the expectations and contributions of the Board and its members. The Board will meet again in October 2017.</p> <p>The Board has also identified key priorities that will form the three year Youth Justice Plan for 2017-2020. The Youth Justice Plan is pending approval and should be ratified by all Executive Management Board Members later this month.</p> <p>In addition, the Board has implemented changes to ensure better scrutiny, ownership and performance of the local delivery Plan through the creation of a local Delivery Group that is made up of strategic partners who meet quarterly to ensure the Youth Justice Service and its partners are delivering on the local Plan.</p> <p>The Executive Management Board will meet twice yearly and reports will be made available from the Operations Manager (who will sit on the Delivery Group), Performance Manager and Senior Manager for Integrated Youth Provision.</p>
1.36	<p><b><u>COMPACT</u></b></p> <p>The Flintshire Voluntary Sector Compact continues to share knowledge and intelligence around strategic issues affecting the voluntary sector and their integration with the Council and Health Board. The self-assessment has been undertaken and has shown that whilst the partnership itself is strong, it could be further improved with the adoption of a more focused work programme to which all partner agencies can equally contribute.</p> <p>This work will be complete for the next meeting of the Compact in November.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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2.01	<p>Administrative support for the Board is provided by Flintshire County Council. This includes:</p> <ul style="list-style-type: none"> <li>• Ensuring the Board meets regularly</li> <li>• Preparing the agenda and commissioning papers for meetings</li> <li>• Co-ordinating the annual governance assessment of the Board and its sub groups</li> <li>• Inviting participants and managing attendance</li> <li>• Work on the annual report</li> <li>• Preparation of evidence for scrutiny.</li> </ul> <p>This arrangement will be reviewed annually.</p>
2.02	<p>Resource implications to deliver the PSB priorities will be considered on an ongoing basis via the current arrangements that are in place to support the Flintshire PSB.</p>

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	<p>The Flintshire Public Services Board has engaged with both key partners and also, the general public, in the preparation of the Assessment of Well-being for Flintshire.</p>
3.02	<p>The PSB will also engage with key partners in the area who have an interest in the well-being of Flintshire in the preparation, implementation and delivery of the Well-being Plan.</p>

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	<p>The identification of any risks and the actions required to mitigate risk will be considered through the governance and reporting arrangements of the PSB.</p>

<b>5.00</b>	<b>APPENDICES</b>
5.01	<p>Appendix Item 1 - Well-being Objectives for Flintshire.</p>

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
	<p><b>Flintshire Public Services Board and the Well-being of Future Generations Act (Wales) 2015 – Report that went to County Council in June 2017</b>  <a href="http://modgov:9070/documents/s43386/Councils%20Well-being%20Objectives.pdf">http://modgov:9070/documents/s43386/Councils%20Well-being%20Objectives.pdf</a>  <b>Assessment of Local Well-being for Flintshire – Summary Document</b></p>

<http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-Being-Assessment-Summary-English.pdf>

**Assessment of Local Well-being for Flintshire - Full Assessment**

<http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-Assessment-Full-English.pdf>

**Assessment of Local Well-being for Flintshire – Area Profiles**

<http://www.flintshire.gov.uk/en/PDFFiles/Policy-and-Performance/PSB/Well-being-assessment-Area-Profiles-English.pdf>

**Flintshire Public Services Board (PSB)**

Link to the Flintshire PSB Webpage:

<http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Flintshire-Public-Services-Board.aspx>

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

Link to the relevant page on the Welsh Government Website:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/?lang=en>

**Shared Purpose: Shared Future: Statutory Guidance**

Link to the relevant page on the Welsh Government Website:

<http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

**Contact Officer: Sam Perry, Corporate Business and Communications Support Officer**

**Telephone:** 01352 701476

**E-mail:** [sam.perry@flintshire.gov.uk](mailto:sam.perry@flintshire.gov.uk)

7.00	GLOSSARY OF TERMS
7.01	<p><b>Public Services Board</b> - The Flintshire Public Services Board (PSB) is a statutory body which was established on 1st April 2016 following the introduction of the Well-being of Future Generations (Wales) Act 2015. The Flintshire PSB replaces the former Flintshire Local Service Board (LSB). The Board has a membership made up of both statutory members (prescribed by law) and invited members.</p> <p><b>Sustainable Development</b> - The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals. Sustainable development is a way of doing things rather than an end in itself.</p> <p><b>Well-being of Future Generations (Wales) Act 2015</b> - Legally binding common purpose for national government, local government, local health boards and other specified public bodies. The act details the ways in which the specified public bodies must work, and work together to improve the</p>

	well-being of Wales.
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## **Flintshire County Council Well-being Objectives 2017**

The Council together with its partners will support the health and well-being of both the current and future generations through the following strategic objectives.

### **AMBITIOUS COUNCIL**

- Sustaining economic growth through local and regional business development, employment and skills strategies.
- Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites.
- Creating a supply of diverse and quality training and employment opportunities.

### **ACHIEVING COUNCIL**

- Providing high quality, accessible, responsive and cost effective public services.
- Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families
- Continuing to be a high performing and innovative public sector organisation with social values.

### **CARING COUNCIL**

- Ensuring a supply of affordable and quality housing of all tenures.
- Making early interventions to support healthy and independent living.
- Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support.
- Protecting people from poverty by maximising their income and maximising their employability.
- Giving equal opportunity to all to fulfill their lives.
- Protecting people from the risk of any form of abuse.

- Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behaviour.

### **CONNECTED COUNCIL**

- Committing to resilient service models to sustain local public services.
- Supporting local communities to be resilient and self-supporting.
- Widening digital access to public services.

### **GREEN COUNCIL**

- Reducing energy consumption and using and developing alternative/renewable energy production.
- Enhancing the natural environment and promoting access to open and green space.
- Maximising the recovery and recycling of waste.

### **LEARNING COUNCIL**

- Supporting children and younger people to achieve their potential.
- Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement.
- Providing high quality learning opportunities, and learning environments and for learners of all ages.



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 16 <sup>th</sup> November, 2017
<b>Report Subject</b>	Council Plan 2017/18 - Mid year monitoring
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive Chief Officer (Governance)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council Plan 2017/23 was adopted by the Council in September 2017. This report presents the mid-year monitoring of progress for the Council Plan priority 'Supportive Council' and 'Serving Council' relevant to the Corporate Resources Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Council (Improvement) Plan monitoring reports as well as in the Council's Annual Performance Reports. This first monitoring report for the 2017/18 Council Plan is a positive report, with 88% of activities being assessed as making good progress, and 67% likely to achieve the desired outcome. In addition, 65% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (67%) or minor (8%).

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

### Recommendations

1	That the Committee consider the Council Plan 2017/18 mid year monitoring report, highlight and monitor poor performance and feedback details of any challenge to Cabinet.
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## REPORT DETAILS

1.00	<b>EXPLAINING THE COUNCIL PLAN 2017/23 MONITORING REPORT</b>
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2017/23 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.03	<p><b>Monitoring our Activities</b></p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> <li>• RED: Limited Progress – delay in scheduled activity; not on track</li> <li>• AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track</li> <li>• GREEN: Good Progress – activities completed on schedule, on track</li> </ul> <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> <li>• RED: Low – lower level of confidence in the achievement of the outcome(s)</li> <li>• AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)</li> <li>• GREEN: High – full confidence in the achievement of the outcome(s)</li> </ul>
1.04	<p>In summary our overall progress against the high level activities is: -</p> <p><b>ACTIVITIES PROGRESS</b></p> <ul style="list-style-type: none"> <li>• We are making good (green) progress in 51 (88%).</li> <li>• We are making satisfactory (amber) progress in 7 (12%).</li> </ul> <p><b>ACTIVITIES OUTCOME</b></p> <ul style="list-style-type: none"> <li>• We have a high (green) level of confidence in the achievement of 39 (67%).</li> <li>• We have a medium (amber) level of confidence in the achievement of 19 (33%).</li> <li>• We have a low (red) level of confidence in the achievement of 0 (0%).</li> </ul>
1.05	<p><b>Monitoring our Performance</b></p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p>

	<ul style="list-style-type: none"> <li>• RED equates to a position of under-performance against target.</li> <li>• AMBER equates to a mid-position where improvement may have been made but performance has missed the target.</li> <li>• GREEN equates to a position of positive performance against target.</li> </ul>
1.06	<p>Analysis of current levels of performance shows the following: -</p> <ul style="list-style-type: none"> <li>• 46 (65%) had achieved a green RAG status</li> <li>• 18 (25%) had achieved an amber RAG status</li> <li>• 7 (10%) had achieved a red RAG status</li> </ul>
1.07	<p>The performance indicator (PI) which showed a red RAG status for current performance relevant to the Corporate Resources Overview &amp; Scrutiny Committee is: -</p> <p><b>Priority: Serving Council</b>  <b>PI: Percentage of eligible employees receiving an annual appraisal</b></p> <p>The annual target for completion of appraisals is 100% of eligible employees. The provisional figure at the end of September 2017 was 72% however, the recorded completion rate on iTrent is provisional, and an annual report for Cabinet and CROSC is being prepared which will provide an update. Appraisals are scheduled to take place over the next few months and those recently completed will be reported later in the year.</p> <p><b>PI: Percentage of employees completing stress related programmes</b></p> <p>The take-up from employees is lower than expected however, we will be working towards targeted marketing to increase participation.</p> <p><b>PI: The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)</b></p> <p>Not all of framework agreements of the National Procurement Service (NPS) are considered to be delivering value for money however, of the 51 frameworks currently in existence the Council is using 10 which are considered to</p>
1.08	<p><b>Monitoring our Risks</b></p> <p>Analysis of the current risk levels for the strategic risks identified in the Improvement Plan is as follows: -</p> <ul style="list-style-type: none"> <li>• 1 (2%) is insignificant (green)</li> <li>• 4 (8%) are minor (yellow)</li> <li>• 32 (67%) are moderate (amber)</li> <li>• 11 (23%) are major (red)</li> <li>• 0 (0%) are severe (black)</li> </ul>

1.09	<p>The major (red) risks identified for the Corporate Resources Overview &amp; Scrutiny Committee are: -</p> <p><b>Priority: Supporting Council</b>  <b>Risk: Knowledge and awareness of safeguarding not sufficiently developed in all portfolios.</b></p> <p>The Corporate Safeguarding Policy was approved by Cabinet in October 2017 and will be promoted widely to the workforce to ensure everyone understands their responsibilities. The first Corporate Safeguarding newsletter has been published, this will help raise knowledge and awareness of safeguarding.</p> <p><b>Priority: Serving Council</b>  <b>Risk: The scale of the financial challenge</b></p> <p>The Provisional settlement was received on 10th October 2017. The impact of this for Flintshire is a decrease in funding of 0.9%. This is subject to a consultation period with the final settlement due December 2017.</p>
1.10	<p>Areas within the 'Supportive Council' priority, not relevant to the Corporate Resources Overview &amp; Scrutiny Committee, have been removed and will be reported to the relevant Overview &amp; Scrutiny Committees.</p>

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	There are no specific resource implications for this report.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	The Council Plan Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	Progress against the risks identified in the Council Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.07 and 1.09 above.

<b>5.00</b>	<b>APPENDICES</b>
5.02	Appendix 1 – Council Plan 2017/18 Mid-Year Progress Report – Serving Council.
5.02	Appendix 2 - Council Plan 2017/18 Mid-Year Progress Report – Supportive Council.

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Council Plan 2017/18:</b> <a href="http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx">http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</a></p> <p><b>Contact Officer:</b> Robert Robins  <b>Telephone:</b> 01352 702320  <b>E-mail:</b> <a href="mailto:Robert.robins@flintshire.gov.uk">Robert.robins@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>																																													
7.01	<b>Council Plan:</b> the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.																																													
7.02	<b>Risks:</b> These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.																																													
7.03	<p><b>Risk Likelihood and Impact Matrix</b></p> <table border="1"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>A</td> </tr> <tr> <td colspan="2"></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td colspan="8" style="text-align: center;">Likelihood &amp; Percentage of risk happening</td> </tr> </table> <p>The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.</p>	Impact Severity	Catastrophic	Y	A	R	R	B	B	Critical	Y	A	A	R	R	R	Marginal	G	Y	A	A	A	R	Negligible	G	G	Y	Y	A	A			Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)	Likelihood & Percentage of risk happening							
Impact Severity	Catastrophic		Y	A	R	R	B	B																																						
	Critical		Y	A	A	R	R	R																																						
	Marginal		G	Y	A	A	A	R																																						
	Negligible	G	G	Y	Y	A	A																																							
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# Mid-year Council Plan 2017/18 Progress Report

## Serving Council



Flintshire County Council  
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Print Date: 07-Nov-2017

## 6 Serving Council



### Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Sara Dulson - Finance Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

Work has commenced with the initial priority being focussed on the 2018/19 financial forecast reported to Cabinet in July. Part one of solutions including stage 1 efficiencies have been considered by Scrutiny Committees during October. Development of a 5 year plan will commence on completion of the 2018/19 budget.

Last Updated: 17-Oct-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

People strategy is progressing well. i) Workforce and succession planning has been completed by all portfolios. ii) The Management development programme is under review; working towards coaching and mentoring for managers at ILM level 7 iii) Consideration of implementing personal evaluation software to aid succession planning under the invest to save programme. Support is ongoing for three main workstreams: - Managing performance (which could be further aided by the personal evaluation software) - To maintain the integrity and transparency of the single status agreement - To aid the transitions of alternative delivery models

Last Updated: 01-Nov-2017



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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6.1.1.3 Maximise benefits from spending power through optimising purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN
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**ACTION PROGRESS COMMENTS:**

The ongoing joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale, for example a joint framework agreement for printing and graphic design services has been tendered. The outcome will be reported in quarter 4. Regionally we are currently in the process of tendering for a £250m domiciliary care contract which will be accessible by the six local authorities across North Wales, and Betsi Cadwaladr University Health Board (BCUHB). Purchasing process efficiencies are expected from the continued rollout of the PROACTIS electronic tendering system.



Last Updated: 01-Nov-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	35.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

35% of the best practice action plan has been delivered to date. A Joint Workshop between Procurement and Economic Development Teams across both Denbighshire and Flintshire Councils was held on the 17th October. Actions from the workshop will enable further progress during quarters 3 and 4 . The joint workshop provided an opportunity to promote closer working collaboration. Meetings have also been with Flintshire Voluntary Services Council to discuss how the local Third Sector can be supported to compete for Council and public sector contracts. The Procurement Team continues to have regular dialogue / meetings with Business Wales in order provide tendering support on individual tender projects.



Last Updated: 24-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services Team Leader	In Progress	01-Apr-2017	31-Mar-2018	20.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

The Customer Service Strategy was approved by Cabinet in March 2017. A methodical approach has been taken to evaluate current customer access across the organisation which has identified a high volume of telephone contact and a strong link to the Digital Flintshire Strategy. The priority is to develop digital services to enable customers to do more for themselves which in turn will reduce telephone contact leading to a better customer experience and efficiencies. The intention is for Organisational Change to provide programme management support to ensure both strategies deliver at the required pace of change to realise efficiencies and service improvements.

Last Updated: 24-Oct-2017

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 AMBER	 AMBER



**ACTION PROGRESS COMMENTS:**

Work is underway to undertake a review and refresh of the Capital and Asset Strategy. Work in progress with Portfolios around the development of a longer term Capital Plan to enable strategic planning and understanding of the Councils capital programme. Review of previous funding allocations in progress to ensure these allocations are being allocated at the appropriate level capital resources permitting.

Last Updated: 01-Nov-2017

**Performance Indicators**

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£M)	2389250	7779000	8433000	 AMBER	↑	7779000	8433000	 AMBER



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

**Reporting Officer:** Sara Dulson - Finance Manager



**Aspirational Target:**

**Progress Comment:** Revenue budget monitoring at month 5 reports efficiencies of £7,779,000. This is the latest position for the year to date.



Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	91	92	95	 AMBER	↑	92	95	 AMBER



**Lead Officer:** Gary Ferguson - Corporate Finance Manager  
**Reporting Officer:** Sara Dulson - Finance Manager  
**Aspirational Target:**  
**Progress Comment:** Revenue budget monitoring at month 5 is reporting 92% of efficiencies achieved to date. Further updates are provided as part of the budget monitoring reports.  
 Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.3M03 The percentage variance between the revenue budget out-turn and the budget set	No Data	0.5	0.5	 GREEN	N/A	0.5	0.5	 GREEN

**Lead Officer:** Gary Ferguson - Corporate Finance Manager  
**Reporting Officer:** Sara Dulson - Finance Manager  
**Aspirational Target:**  
**Progress Comment:** Revenue budget monitoring report at month 5 shows the variance between outturn and budget set at 0.5% (£1.348m)  
 Last Updated: 16-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	No Data	1.81	2.25	 GREEN	N/A	1.81	2.25	 AMBER

**Lead Officer:** Sharon Carney - Lead Business Partner  
**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Aspirational Target:**  
**Progress Comment:** The FTE days lost for the Council during quarter two is 1.81. This is improvement when compared to the same period in 2016/17 which recorded 2.03 FTE days lost. This is the third consecutive quarter we have seen an improvement in attendance,  
 Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	No Data	72.19	100		N/A	72.19	100	



**Lead Officer:** Sharon Carney - Lead Business Partner

**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser

**Aspirational Target:**

**Progress Comment:** The annual target for completion of appraisals is 100% of eligible employees. The provisional figure at the end of September 2017 was 72% however, the recorded completion rate on iTrent is provisional, and an annual report for Cabinet and CROSC is being prepared which will provide an update. Appraisals are scheduled to take place over the next few months and those recently completed will be reported later in the year.

Last Updated: 02-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.3M03 Percentage of Managers completing stress related programmes	No Data	31.85	100		N/A	31.85	100	



**Lead Officer:** Sharon Carney - Lead Business Partner

**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser



**Aspirational Target:**

**Progress Comment:** Continued increase of attendance from managers is positive because the programme is designed to help identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and support from Human Resources (including Occupational Health) when required. This is a new initiative with expectation of further increase in attendance throughout the remainder of the year.



Last Updated: 30-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.4M04 Percentage of employees completing stress related programmes	No Data	0.51	25		N/A	0.51	25	



**Lead Officer:** Sharon Carney - Lead Business Partner  
**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser  
**Aspirational Target:**  
**Progress Comment:** The take-up from employees is lower than expected however, we will be working towards targeted marketing to increase participation.  
 Last Updated: 30-Oct-2017



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.1M01 The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	0	1.3	2	 RED	↑	2.2	4	 RED



**Lead Officer:** Gareth Owens - Chief Officer - Governance  
**Reporting Officer:** Arwel Staples - Strategic Procurement Manager  
**Aspirational Target:**  
**Progress Comment:** Not all of framework agreements of the National Procurement Service (NPS) are considered to be delivering value for money however, of the 51 frameworks currently in existence the Council is using 10 which are considered to be value for money and not deemed detrimental to local suppliers .  
 Last Updated: 24-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.2M02 The percentage of Council spend with Welsh businesses	12	52	12.5	 GREEN	↑	101	25	 GREEN

**Lead Officer:** Gareth Owens - Chief Officer - Governance  
**Reporting Officer:** Arwel Staples - Strategic Procurement Manager  
**Aspirational Target:**  
**Progress Comment:** All Wales spend was with 1202 different suppliers registered with a Postcode within Wales. The high percentage recorded is due to an increase in Council spend during quarter 2.  
 Last Updated: 01-Nov-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.3M03 The percentage of Council spend with Flintshire businesses	6.5	32	7	 GREEN	↑	61	14	 GREEN
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> Arwel Staples - Strategic Procurement Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Council spend was with 979 different suppliers registered with a Postcode within Flintshire. Half of the spend (£5.2M) was on Social Care &amp; Community Projects going to local suppliers due to the nature of the services required.</p> <p>Last Updated: 01-Nov-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.4M04 The percentage of Council spend with businesses within the MDA	8	41	8	 GREEN	↑	76	16	 GREEN
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> Arwel Staples - Strategic Procurement Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> MDA Spend was with 1763 different suppliers registered with a Postcode within Flintshire, Wrexham, Chester, Cheshire West and the Wirral. Half of the spend (£7.3m) was on social care and Community Projects which due to the nature of the services provided was undertaken by suppliers within the region.</p> <p>Last Updated: 01-Nov-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 The number of services available online and via the Flintshire App	31	137	37.25	 GREEN	↑	137	74.5	 GREEN





**Lead Officer:** Rebecca Jones - Customer Services Team Leader

**Reporting Officer:** Rebecca Jones - Customer Services Team Leader

**Aspirational Target:**

**Progress Comment:** There are 109 services online via the Council's website and an additional 28 services a customer can report via the Flintshire App.

Last Updated: 23-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.2M02 The number of completed transactions using online services	6587.5	19866	7905	 GREEN	↑	19866	15810	 GREEN

**Lead Officer:** Rebecca Jones - Customer Services Team Leader

**Reporting Officer:** Rebecca Jones - Customer Services Team Leader

**Aspirational Target:**

**Progress Comment:** Customers can transact with the Council via its website and mobile App. Q1 the Council received 8,621 enquiries via its website with an increase to 11,245 enquiries received in Q2. There were 671 enquiries received via the mobile App up to the end of Q2.

Last Updated: 23-Oct-2017

## RISKS

### Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Finance Manager	 Red	 Red	↔	Open

**Potential Effect:** Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.

**Management Controls:** Production of a revised Medium Term Financial Strategy (MTFS) to be published Autumn 2017 which will be updated on an ongoing basis alongside the 2018/19 budget and beyond. The strategy to be reviewed to forecast the financial resources to be available to the Council during the period based on the best available intelligence and identification of solutions available.

**Progress Comment:** The Provisional settlement was received on 10th October 2017. The impact of this for Flintshire is a decrease in funding of 0.9%. This is subject to a consultation period with the final settlement due December 2017.

Last Updated: 16-Oct-2017

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes from the Digital Strategy.	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager	Amber	Amber	↔	Open

**Potential Effect:** That projects agreed as part of the DS will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes

**Management Controls:** Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed

**Progress Comment:** There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.

Last Updated: 30-Oct-2017

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# Mid-year Council Plan 2017/18 Progress Report

## Supportive Council



Flintshire County Council



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## 1 Supportive Council Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 Strengthen the arrangements within all council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	In Progress	01-Apr-2017	31-Mar-2018	40.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            There are delegated leads for safeguarding in all Portfolios . A Corporate Safeguarding policy was presented and adopted by Cabinet in October 2017, and will be rolled out across the Council. A review of Disclosure and Barring Service checks has taken place to ensure Services follow safe recruitment practices. Internal Audit has undertaken a review of Corporate Safeguarding. Their final report will inform the future work programme of the Corporate Safeguarding Panel.</p> <p>Last Updated: 02-Nov-2017</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 Develop a preventative approach towards Child Sexual Exploitation (CSE)	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	16-Oct-2017	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            North Wales Police Child Sexual Exploitation (CSE) videos have been shared Senior Management Team meetings across the Authority and at the Corporate Safeguarding Panel. CSE awareness is also on the agenda for general safeguarding training for members of all Scrutiny Committees.</p> <p>Last Updated: 02-Nov-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b>            Welsh Government require all Flintshire County Council staff to complete the Violence Against Women and Domestic Abuse and Sexual Violence, level 1, e-learning module. Significant technical issues has meant that all local authorities in Wales have encountered difficulties accessing the system. These technical issues have now been resolved. The Council is now using a different IT platform. The e-learning module file has now been uploaded on to Learning Pool Flintshire Academi, our own internal platform so we can report on a daily basis. In terms of future considerations, 60% of FCC employees do not have access to a computer. Face to face sessions are planned for January 2018, and will be delivered in partnership with Wrexham County Council. Sessions will last 2.5 to 3 hrs. We are currently exploring the possibility of face to face sessions with a theatre style company. A presentation on the training requirements will be provided to Change Exchange members in December 2017.</p> <p>Last Updated: 31-Oct-2017</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.5 Strengthen regional community safety through collaboration and partnership arrangements	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The North Wales Safer Communities' Board Plan has now been approved. This document sets out the priorities for the statutory partners for the next three year period. A work programme is included. Flintshire continues to occupy an active role in this forum, and on a local level has adopted the regional priorities through the work of the Flintshire Public Service Board.</p> <p>Last Updated: 24-Oct-2017</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.6 Ensure we meet the requirements of the North Wales Contest Board	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**

The self assessment, which measures the Council's progress against the 'Prevent' duties, has been undertaken. Progress is reviewed on a regular basis at the Corporate Safeguarding Panel. The Panel continues to work on the areas of weakness highlighted in the self-assessment, and respond to any requests from the North Wales Contest Board, as and when required.



Last Updated: 31-Oct-2017

## Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.1.2M02 The number of officers who have completed the specialist 'AFTA Thought' safeguarding awareness training.	No Data	288	175	 GREEN	N/A	288	175	 GREEN
<p><b>Lead Officer:</b> Neil Ayling - Chief Officer - Social Services  <b>Reporting Officer:</b> Fiona Mocko - Policy Advisor (Equalities and Cohesion)  <b>Aspirational Target:</b> 700.00  <b>Progress Comment:</b> AFTA Thought training was provided in May and June 2017. Further courses are being planned for this financial year.</p> <p>Last Updated: 19-Oct-2017</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.3.1M01 The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	0	12.5	25	 RED	↑	12.5	25	 AMBER
<p><b>Lead Officer:</b> Fiona Mocko - Policy Advisor (Equalities and Cohesion)  <b>Reporting Officer:</b> Fiona Mocko - Policy Advisor (Equalities and Cohesion)  <b>Aspirational Target:</b> 100.00  <b>Progress Comment:</b> The videos have been made available and the password circulated to every Portfolio lead of the Corporate Safeguarding Panel.</p> <p>Last Updated: 16-Oct-2017</p>								



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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and and Sexual Violence National Training Framework	No Data	19.2	25	 AMBER	N/A	19.2	25	 AMBER
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager  <b>Reporting Officer:</b> Heather Johnson - Learning and Development Adviser  <b>Aspirational Target:</b> 50.00  <b>Progress Comment:</b> 72 officers have completed the pilot for the e-learning course. A number of technical issues were identified as a result of the pilot however, with the transfer to Learning Pool it is anticipated that the course will be easier to access. A timetable for the rollout has been formulated for quarter 3 and 4.</p> <p>Last Updated: 24-Oct-2017</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	375	778	0	 GREEN	↑	1505	0	 GREEN
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager  <b>Reporting Officer:</b> Sian Jones - Public Protection Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Quarter 2 continues to show an increase in reported incidents with a significant increase on Quarter 1 in the number of recorded crimes with 88 more being reported</p> <p>Last Updated: 31-Oct-2017</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.3M03 The number of domestic abuse incidents reported to North Wales Police	275	678	0	 GREEN	↑	1294	0	 GREEN



**Lead Officer:** Sian Jones - Public Protection Manager

**Reporting Officer:** Sian Jones - Public Protection Manager

**Aspirational Target:**

**Progress Comment:** This period shows a reduction in the number of reported incidents compared with Quarter 1 with an increase in the number of recorded crimes. 412 crimes were recorded compared to 293 in Quarter 2 of 2016. Violence without injury and criminal damage accounted for the majority of offences. It is positive that offenders are being charged in increasing numbers for these crimes, which have a devastating impact on their victims.

Last Updated: 31-Oct-2017

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.4M04 The number of incidents of sexual assaults reported to North Wales Police	100	100	0	 GREEN	↔	211	0	 GREEN

**Lead Officer:** Sian Jones - Public Protection Manager

**Reporting Officer:** Sian Jones - Public Protection Manager

**Aspirational Target:**

**Progress Comment:** Recorded incidents remain similar to the last quarter although showing an increase compared to the same period the previous year. The majority of incidents were recorded as taking place in a dwelling with the average age of suspects and victims being between 14 and 17 years of age, highlighting the importance of preventative work around this issue to children and young people.

Last Updated: 24-Oct-2017

## RISKS

### Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Red	Red	↔	Open
<p><b>Potential Effect:</b></p> <p><b>Management Controls:</b> Training programme is available and will be promoted during Safeguarding Week November 2017 . E-learning programme being updated ready to be launched November 2017</p> <p><b>Progress Comment:</b> The Corporate Safeguarding Policy was approved by Cabinet in October 2017 and will be promoted widely to the workforce to ensure everyone understands their responsibilities. The first Corporate Safeguarding newsletter has been published, this will help raise knowledge and awareness of safeguarding.</p> <p>Last Updated: 01-Nov-2017</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)		Red	Red	↔	Open
<p><b>Potential Effect:</b></p> <p><b>Management Controls:</b> Safeguarding training will be included in induction programme ensuring all new employees receive training. A range of safeguarding training for the workforce is being developed and numbers attending will be reported to the Corporate Safeguarding Panel..</p> <p><b>Progress Comment:</b> Social Services Workforce Development Team are updating and reviewing the Safeguarding e-learning modules which will be re-launched to the workforce. Safeguarding will be included in induction ensuring all new employees have a basic understanding of safeguarding.</p> <p>Last Updated: 12-Oct-2017</p>						



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 16 November 2017
<b>Report Subject</b>	Revenue Budget Monitoring 2017/18 (Month 6) and Capital Programme Monitoring (Month 6)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 6) Report and the Capital Programme 2017/18 (Month 6) Report.

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2017/18 (Month 6) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
2	That the committee considers and comments on the Capital Programme 2017/18 (Month 4) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

### REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2017/18 (MONTH 6) AND CAPITAL PROGRAMME 2017/18 (MONTH 6)</b>
1.01	The Revenue Budget Monitoring 2017/18 (Month 6) report will be presented to Cabinet on Tuesday 21 November 2017. A copy of the report is attached

	as Appendix A to this report.
1.02	The Capital Programme 2017/18 (Month 6) report will be presented to Cabinet on Tuesday 21 November 2017. A copy of the report is attached as Appendix B to this report.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Month 6) and in Appendix B; Capital Programme 2017/18 (Month 6).

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

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Month 6) and in Appendix B; Capital Programme 2017/18 (Month 6).

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Revenue Budget Monitoring 2017/18 (Month 6). Appendix B; Capital Programme 2017/18 (Month 6).

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

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	(1) <b>Revenue:</b> a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.02	(2) <b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it

	includes both the revenue budget and capital programme and any authorised amendments to them.
7.03	(3) <b>Capital Programme:</b> The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.

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## CABINET MEETING

<b>Date of Meeting</b>	Tuesday, 21 November 2017
<b>Report Subject</b>	Revenue Budget Monitoring 2017/18 (MONTH 6)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

This monthly report provides the current revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 6 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

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

#### **Council Fund**

- Net in year expenditure forecast to be £1.147m more than budget
- Projected contingency reserve balance as at 31 March 2018 of £3.935m

#### **Housing Revenue Account**

- Net in-year expenditure forecast to be £0.035m higher than budget
- Projected closing balance as at 31 March 2018 of £1.081m

### **RECOMMENDATIONS**

1	To note the overall report and the projected Council Fund contingency sum as at 31 <sup>st</sup> March 2018.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).

**REPORT DETAILS**

<b>1.00</b>	<b>EXPLAINING THE MONTH 6 POSITION</b>																																																																																
1.01	<p><b><u>Council Fund Overall Position</u></b></p> <p>The operating deficit reported is £1.147m above budget which is a decrease of £0.201m from the deficit reported last month.</p>																																																																																
1.02	<p><b>Council Fund Latest In-Year Forecast</b></p> <p>The table below shows the projected position by portfolio.</p> <table border="1"> <thead> <tr> <th><b>TOTAL EXPENDITURE AND INCOME</b></th> <th><b>Original Budget</b></th> <th><b>Revised Budget</b></th> <th><b>Projected Outturn</b></th> <th><b>In-Year Over / (Under) spend</b></th> </tr> <tr> <td></td> <th><b>£m</b></th> <th><b>£m</b></th> <th><b>£m</b></th> <th><b>£m</b></th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>61.471</td> <td>62.439</td> <td>62.732</td> <td>0.292</td> </tr> <tr> <td>Community &amp; Enterprise</td> <td>12.518</td> <td>12.540</td> <td>11.910</td> <td>(0.630)</td> </tr> <tr> <td>Streetscene &amp; Transportation</td> <td>27.467</td> <td>27.580</td> <td>29.578</td> <td>1.998</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>5.043</td> <td>4.932</td> <td>5.351</td> <td>0.419</td> </tr> <tr> <td>Education &amp; Youth</td> <td>10.966</td> <td>10.985</td> <td>11.000</td> <td>0.015</td> </tr> <tr> <td>Schools</td> <td>88.862</td> <td>88.862</td> <td>88.862</td> <td>0.000</td> </tr> <tr> <td>People &amp; Resources</td> <td>4.283</td> <td>4.128</td> <td>4.592</td> <td>0.464</td> </tr> <tr> <td>Governance</td> <td>7.675</td> <td>7.651</td> <td>7.810</td> <td>0.160</td> </tr> <tr> <td>Organisational Change 1</td> <td>5.801</td> <td>5.821</td> <td>5.900</td> <td>0.079</td> </tr> <tr> <td>Organisational Change 2</td> <td>2.422</td> <td>2.288</td> <td>2.101</td> <td>(0.187)</td> </tr> <tr> <td>Chief Executive</td> <td>3.008</td> <td>2.940</td> <td>2.827</td> <td>(0.113)</td> </tr> <tr> <td>Central &amp; Corporate Finance</td> <td>24.642</td> <td>24.990</td> <td>23.640</td> <td>(1.350)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td><b>Total</b></td> <td><b>255.156</b></td> <td><b>255.156</b></td> <td><b>256.303</b></td> <td><b>1.147</b></td> </tr> </tbody> </table>	<b>TOTAL EXPENDITURE AND INCOME</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>In-Year Over / (Under) spend</b>		<b>£m</b>	<b>£m</b>	<b>£m</b>	<b>£m</b>	Social Services	61.471	62.439	62.732	0.292	Community & Enterprise	12.518	12.540	11.910	(0.630)	Streetscene & Transportation	27.467	27.580	29.578	1.998	Planning & Environment	5.043	4.932	5.351	0.419	Education & Youth	10.966	10.985	11.000	0.015	Schools	88.862	88.862	88.862	0.000	People & Resources	4.283	4.128	4.592	0.464	Governance	7.675	7.651	7.810	0.160	Organisational Change 1	5.801	5.821	5.900	0.079	Organisational Change 2	2.422	2.288	2.101	(0.187)	Chief Executive	3.008	2.940	2.827	(0.113)	Central & Corporate Finance	24.642	24.990	23.640	(1.350)						<b>Total</b>	<b>255.156</b>	<b>255.156</b>	<b>256.303</b>	<b>1.147</b>
<b>TOTAL EXPENDITURE AND INCOME</b>	<b>Original Budget</b>	<b>Revised Budget</b>	<b>Projected Outturn</b>	<b>In-Year Over / (Under) spend</b>																																																																													
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1.03	<p>The reasons for the projected variances are summarised within Appendix 1 with key significant portfolio variances explained in paragraphs 1.04 to 1.08 below. As has been the practice in recent years where a variance has been due to a conscious change to policy or practice, the resulting variance is managed corporately with the relevant portfolio not expected to meet any shortfall.</p>																																																																																



1.04	<p><u>Streetscene &amp; Transportation</u></p> <p>There is a projected overspend of £1.998m within this portfolio.</p> <p>The overspend partly comprises of the materialisation of some of the known significant risks identified when the 2017/18 budget was set by Council and other conscious changes to policy or practice as detailed in the Month 4 report.</p> <p>The net position on the projected overspend excluding the above decisions is a net operating deficit of £0.657m.</p> <p>This has increased from previous reports as Public conveniences at Holywell and Mold (New Street) were due to close in April 2017 however they will not close until March 2018 resulting in an additional pressure of £0.063m.</p>
1.05	<p><u>Social Services</u></p> <p>The projected outturn for Out of County placements in Children's Services is currently £1.008m due to the number of Child and Parent placements, this is an increase of £0.307m from the figure reported in Month 5. This increase is due to additional placements and an increase in cost of a current placement.</p> <p>There is a reduction in the projected outturn within Adult Social Services which has reduced the financial impact of this increase. A reduction of £0.222m due to an increase in client contributions within Older People residential placements and a reduction in outturn of £0.213m due to a combination of additional Continuing Health Care funding and a reduction in college placement contributions within Disability Services.</p>
1.06	<p><u>Planning &amp; Environment</u></p> <p>There is a projected in-year Planning Fee Income shortfall of £0.280m due to the impact of the Welsh Government requirements for major developers to enter into pre consultation as detailed in the previous report.</p>
1.07	<p><u>Community &amp; Enterprise</u></p> <p>There is a projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.448m based on existing demand which will be kept under review throughout the year together with a favourable variance on the Council Tax Collection fund of £0.155m.</p>
1.08	<p><u>Central &amp; Corporate Finance</u></p> <p>There is a positive variance of £1.350m projected within this area which is mainly due to the finalisation of social care funding issues as previously reported.</p> <p>Other major variances within this area include a positive variance on the pension fund contributions due to a lower than anticipated pressure to fund</p>

	the in-year increase due to the actuarial review of £0.288m offset by a shortfall in the income target of £0.412m and lower than anticipated levels of car parking income at County Hall of £0.080m.										
1.09	<p><u>Significant Movements between Month 5 and Month 6 Budget</u></p> <p>There has been an in-year accounting adjustment to transfer £0.595m from Social Services to Central &amp; Corporate Finance as part of the finalisation of social care funding issues as detailed in the paragraph above (1.08).</p>										
1.10	<p><u>Achievement of Planned In-Year Efficiencies</u></p> <p>The Council set a challenging target for the level of 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. The 2017/18 budget contains £8.433m of specific efficiencies which are tracked and monitored. In recent years the level of efficiency achievement has averaged at around 85% though the council aspires to raise this to 95% in 2017/18 as reflected in the recent MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2017/18 shows that £7.823m (93%) of the efficiencies would be achieved which is 2% lower than the target. There is a further risk that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2018/19 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with the overall impact in relation to any impact for 2018/19 being reviewed as part of the ongoing work on the MTFS.</p>										
1.11	<p><b>Tracking of In Year Risks and Emerging Issues</b></p> <p>At the time of setting the Budget for 2017/18 a number of significant risks were identified including the costs of procuring local public and school bus services and the potential reduction of the Single Environment Grant.</p>										
1.12	In addition to the known risks referred to above there are also a number of new risks emerging in-year which have been incorporated into the projected outturn and will also need carefully assessing for the potential impact on the 2018/19 budget.										
1.13	<p>These new issues are being monitored as part of the ongoing review of the Councils financial position and are shown in the table below with the current M6 variances included as part of the overall position:</p> <table border="1"> <tr> <td>Council Tax Reduction Scheme (CTRS) – Reduction in demand</td> <td>(0.448)</td> </tr> <tr> <td>Council Tax Collection in year efficiency</td> <td>(0.155)</td> </tr> <tr> <td>Social Care Additional Funding in 17/18 – Estimated amount</td> <td>(0.595)</td> </tr> <tr> <td>Intermediate Care Fund (ICF) – Continuation of funding</td> <td>(0.500)</td> </tr> <tr> <td>Pension Deficit Recovery – Due to opt out and surplus allocation from budget pressure for actuarial review</td> <td>(0.288)</td> </tr> </table>	Council Tax Reduction Scheme (CTRS) – Reduction in demand	(0.448)	Council Tax Collection in year efficiency	(0.155)	Social Care Additional Funding in 17/18 – Estimated amount	(0.595)	Intermediate Care Fund (ICF) – Continuation of funding	(0.500)	Pension Deficit Recovery – Due to opt out and surplus allocation from budget pressure for actuarial review	(0.288)
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	Markets Income – Decline in levels of income	0.050
	Gas Engine Income – Further decrease to level of income over and above pressure included in 2017/18 budget (£0.150m)	0.200
	Planning Fee Income – In year shortfall due to pre consultation	0.280
	Shared Specialist Plant – Previous year efficiency not achieved	0.050
	Motor Insurance Premium Increase - In year increase not anticipated	0.100
	Street Lighting increase in 2017/18 of 16%	0.131
	County Hall Parking – Lower than anticipated efficiency on parking permits	0.080
	Procurement Supplier Charging – Previous year efficiency not achievable	0.116
	Environmental Health Officer temporary posts	0.120
	Central and Corporate Support Service pressure offset by efficiency on Audit Fees	0.107
	Single Environment Grant – reduction in grant allocation	0.111
	Transportation Costs – procuring local and school transport	0.675
	Out of County Placements – projected care package costs	1.008
	Income – shortfall on income target	0.412
	<b>Total New Emerging Risks</b>	<b>1.454</b>
1.14	<b>Inflation</b>	
	Included within the 2017/18 budget are provision for pay (£0.915m), targeted price inflation (£0.313m), food (£0.051m), fuel (£0.033m) and Energy (£0.061m).	
1.15	Portfolios have received their allocations for pay and price and there is a remaining balance of £0.014m which is included within the overall outturn figure.	
1.16	No allocations have been made so far for non-standard inflation (NSI) in 2017/18. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports though at present it is anticipated that the allocation will be spent in full.	
1.17	<b>Reserves and Balances</b>	
	<u>Un-earmarked Reserves</u>	
	The 2016/17 outturn reported to Cabinet on 18 July 2017 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £5.133m.	
1.18	Taking into account the current projected overspend at Month 6 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2018 is projected to be £3.935m as detailed in appendix 4.	

1.19	<u>Earmarked Reserves</u>  Earmarked reserves are monitored in accordance of the reserves protocol and summary of earmarked reserves as at 1 April 2017 and an estimate of projected balances as at the end of the financial year will be included in the month 7 report.
1.21	<b>Housing Revenue Account</b>  The 2016/17 Outturn Report to Cabinet on 18 July 2017 showed an un-earmarked closing balance at the end of 2016/17 of £1.116m and a closing balance of earmarked reserves of £0.526m.
1.22	The 2017/18 budget for the HRA is £33.633m which includes a movement of £0.035m from reserves.
1.23	The Month 6 monitoring for the HRA is projecting in year expenditure to be £0.035m lower than budget and a closing un earmarked balance as at 31 March 2018 of £1.081m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first four months and the risks as known.

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

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	There are in-year risks and emerging issues which are covered in the main section of the report from paragraph 1.11 to 1.13. Details of these risks were reported in full within the Month 4 report.

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

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
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6.01	None required.  <b>Contact Officer:</b> Sara Dulson (Finance Manager) <b>Telephone:</b> 01352 702287 <b>E-mail:</b> <a href="mailto:sara.dulson@flintshire.gov.uk">sara.dulson@flintshire.gov.uk</a>
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<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Budget:</b> a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.02	<b>Council Fund:</b> the fund to which all the Council's revenue expenditure is charged.
7.03	<b>Financial Year:</b> the period of twelve months commencing on 1 April.
7.04	<b>Housing Revenue Account:</b> the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	<b>Projected Outturn:</b> projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	<b>Reserves:</b> these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	<b>Revenue:</b> a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	<b>Underspend:</b> when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	<b>Variance:</b> difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	<b>Virement:</b> the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from

	contingency provisions. Virements may not however be approved between capital and revenue budget heads.
7.11	<b>Medium Term Financial Strategy:</b> a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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

**MONTH 6 - SUMMARY**

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
<b>Social Services</b>		
<b>Older People</b>		
Resources & Regulated Services	(0.222)	Increased client contribution projections for Council residential placements and two further service users that the Council can now claim property income from.
Other Minor Variances	0.026	A number of minor variances each less than £0.025m
<b>Disability Services</b>		
Disability Services	(0.213)	Increased CHC Funding for two service users under Transition to Adulthood from BCUHB. In addition, the contribution the Council is required to make for four high cost Transition service users to Welsh Government for residential college placements has reduced.
Other Minor Variances	0.056	A number of minor variances each less than £0.025m
<b>Mental Health Services</b>		
Residential Placements	(0.031)	Increase in income forecasts for residential placements
Other Minor Variances	(0.000)	
<b>Children's Services</b>		
Out of County Placements	0.307	Net impact of changes in placements. The movement reflects two additional high cost placements and the increased cost of an existing service user into a high cost secure placement.
Other Minor Variances	0.021	
<b>Development &amp; Resources</b>		
Business Systems & Financial Assessments	0.033	The cost of Maternity cover within the FACT Team and increased software licence fees.
Business Support Service	(0.030)	Staffing cost savings from the non-filling of vacancies projected to financial year end.
Good Health	(0.055)	Reallocation of staff costs to Social Services ADM (£0.018m). The balance in the movement is from recouping an overpayment under Voluntary Organisations and adjusting second half year payments.
Other Minor Variances	0.031	A number of minor variances each less than £0.025m
<b>Total Social Services</b>		
	<b>(0.076)</b>	
<b>Community &amp; Enterprise</b>		
Customer And Housing Services	(0.003)	Minor variances only
Council Fund Housing	0.002	Minor variances only
Revenues & Benefits	(0.048)	Favourable movement on the budgeted provision for the Council Tax Reduction Scheme of (£0.048m).
Housing Programmes	(0.007)	Minor variances only
<b>Total Community &amp; Enterprise</b>		
	<b>(0.057)</b>	
<b>Streetscene &amp; Transportation</b>		
<b>Ancillary Services &amp; Performance</b>		
Other Minor Variances	0.009	Minor variances
<b>Highways Network</b>		
Other Minor Variances	0.023	Minor variances
<b>Transportation &amp; Logistics</b>		
Other Minor Variances	(0.030)	A number of minor variances each less than £0.025m
<b>Total Streetscene &amp; Transportation</b>		
	<b>0.002</b>	
<b>Planning &amp; Environment</b>		
<b>Business</b>		
Minor Variances	(0.009)	Minor variances

<b>Community</b>		
Minor Variances	(0.017)	Minor variances
<b>Development</b>		
Minor Variances	(0.008)	Minor variances
<b>Access</b>		
Minor Variances	(0.004)	Minor variances
<b>Shared Services</b>		
Minor Variances	0.000	
<b>Strategy</b>		
Minor Variances	(0.002)	Minor variances
<b>Total Planning &amp; Environment</b>	<b>(0.041)</b>	
<b>Education &amp; Youth</b>		
Inclusion & Progression	0.052	Adverse movement in variance on Out of County placements. Several new placements commenced during September 2017.
Integrated Youth Provision	(0.022)	Minor variances only
School Improvement Systems	(0.002)	Minor variances only
Business Change & Support	(0.009)	Minor variances only
<b>Total Education &amp; Youth</b>	<b>0.019</b>	
<b>Schools</b>	<b>0.000</b>	
<b>People &amp; Resources</b>		
HR & OD	(0.048)	Due to anticipated reallocation of costs within the Disclosure and Barring budget for £0.025m as well as a reduction in employee costs due to a new vacancy and reduction on a number of supplies and services budgets.
Corporate Finance	0.055	As part of the structural review some temporary workforce arrangements have been made permanent as well as extending temporary workforce arrangements until the end of the financial year as the roll out of manager self serve and the operating model review is taking longer than planned.
<b>Total People &amp; Resources</b>	<b>0.006</b>	
<b>Governance</b>		
Legal Services	(0.028)	Reduced employee cost projections as vacancies are to be filled in the near future which has reduced the agency requirement.
Democratic Services	(0.000)	Minor variances.
Internal Audit	0.003	Minor variances.
Procurement	0.013	Minor variances.
ICT	(0.005)	Minor variances.
Minor Variances	0.000	
<b>Total Governance</b>	<b>(0.017)</b>	
<b>Organisational Change 1</b>		
Public Libraries & Arts, Culture & Events	0.000	Minor variances.
Museums		Minor variances.
County Archives		Minor variances.
Leisure	0.000	Minor variances.
Community Assets		Minor variances.
Minor Variances	0.000	
<b>Total Organisational Change 1</b>	<b>0.000</b>	
<b>Organisational Change 2</b>		
Administrative Buildings	(0.007)	Minor Variances
Property Asset And Development	(0.003)	Minor Variances
Caretaking & Security	(0.000)	Minor Variances
Industrial Units	0.017	Minor Variances
CCTV & Open Spaces	0.001	Minor Variances
Minor Variances	(0.001)	
<b>Total Organisational Change 2</b>	<b>0.007</b>	
<b>Chief Executive</b>	<b>0.006</b>	Minor variances.



<b>Central and Corporate Finance</b>	<b>(0.049)</b>	Apprentice Tax Levy, increased in year monthly payments are providing a more accurate projection.
<b>Grand Total</b>	<b>(0.201)</b>	



Budget Monitoring Report  
Council Fund Variances

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Social Services</b>						
<b>Older People</b>						
Localities	15.990	15.476	(0.514)	(0.530)	Residential and Nursing Care reflects a projected underspend of £0.226m, due to a decrease in service users, an increase in free nursing income from BCUHB and additional property income. Domiciliary Care reflects a projected underspend of £0.025m based on existing service users. Other underspends include a projected underspend of £0.086m on Intake/First Contact of which £0.065m is due to part year vacancy savings from within the Single Point of Access team. Locality Teams staffing reflects a projected underspend of £0.161m due to short term vacancy savings for a number of posts. Overall net minor variances amount to £0.016m.	Continue to monitor and review.
Reablement Services	0.469	0.384	(0.085)	(0.095)	Reablement reflects a projected underspend of £0.085m which is due to additional Continuing Health Care (CHC) funding from BCUHB	Continue to monitor and review.
Community Equipment Contribution	0.478	0.368	(0.110)	(0.110)	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. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	Future utilisation of the excess of budget to meet some of the revenue costs of the new extra care facilities.

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

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Resources & Regulated Services	5.983	5.480	(0.502)	(0.280)	The main influences on the projected underspend of £0.502m are short term vacancy savings within provider home care services (£0.093m) and extra care schemes (£0.172m), due to recruitment and retention difficulties in the care sector. Additional residential client contributions amount to £0.210m, together with a further projected underspend of £0.029m on Residential Care due mainly to short term vacancy savings.	Continue to monitor and review.
Minor Variances	0.234	0.232	(0.002)	(0.002)		
<b>Disability Services</b>						
Resources & Regulated Services	19.744	20.026	0.282	0.259	There are long standing and ongoing demand influenced pressures within the externally provided Supported Living services amounting to £0.250m. Work Opportunities and Day Services show a pressure of £0.125m, which is due to the delay in letting a new contract under an alternative delivery model (ADM). There is also a projected underspend of £0.142m on externally purchased care on Physical Disabilities and Sensory Impairment (PDSI).	Continue to monitor and review.
Disability Services	0.716	0.553	(0.163)	0.050	Increased CHC Funding for two service users under Transition to Adulthood from BCUHB. In addition, the contribution the Council is required to make for four high cost Transition service users to Welsh Government for residential college placements has reduced.	Continue to monitor and review.
Administrative Support	0.168	0.039	(0.130)	(0.139)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review.
Minor Variances	0.692	0.689	(0.003)	(0.027)		

Budget Monitoring Report  
Council Fund Variances

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Mental Health Services</b>						
Residential Placements	1.127	1.417	0.289	0.320	Ongoing pressure due to the numbers of long term residential placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Continue to monitor and review.
Minor Variances	2.537	2.512	(0.025)	(0.025)		
<b>Children's Services</b>						
Family Placement	2.464	2.639	0.175	0.156	There is a long standing and ongoing pressure due to sustained demand influences beyond the level of the allocated budget.	Continue to monitor and review.
Family Support	0.296	0.352	0.055	0.058	There are pay pressures due to a combination of new contractual arrangements having been implemented for sessional workers and a number of the staff working significant additional hours.	Continue to monitor and review.
Professional Support	4.808	4.958	0.150	0.169	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues	Continue to monitor and review.
Out of County Placements	3.641	4.648	1.008	0.701	This pressure is a continuation of the experience in 2016/17, where there was a significant increase in the number of high cost placements which was partly influenced by interpretations of additional responsibilities under the Social Services and Well-being (Wales) Act 2014.	Continue to monitor and review.
Minor Variances	1.277	1.264	(0.013)	(0.037)		

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

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Development &amp; Resources</b>						
Charging Policy income	(2.641)	(2.764)	(0.123)	(0.117)	The projected underspend is due to surplus income which is mainly caused by the full year impact of changes to disregard rules on financial assessments which came into effect from August 2016	Continue to monitor and review.
Safeguarding Unit	0.810	0.930	0.119	0.105	There are continued significant demand influenced pressures on this service particularly within Adults safeguarding due to a significant increase in the numbers of referrals and the ongoing impact of the Deprivation of Liberty Safeguarding (DoLS) assessments.	Continue to monitor and review.
Good Health	0.941	0.804	(0.136)	(0.081)	The projected underspend is due to a number of short term vacancy savings and from recouping an overpayment from a Voluntary Organisation.	Continue to monitor and review.
Minor Variances	2.704	2.725	0.020	(0.006)		
<b>Total Social Services</b>	<b>62.439</b>	<b>62.732</b>	<b>0.292</b>	<b>0.369</b>		
<b>Community &amp; Enterprise</b>						
Customer And Housing Services	1.580	1.580	(0.000)	0.003	Minor variances	
Council Fund Housing	(0.372)	(0.399)	(0.027)	(0.029)	Minor variances	
Regeneration	0.412	0.456	0.044	0.044	Minor variances	
Revenues & Benefits	10.780	10.150	(0.630)	(0.582)	Underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.448m). Surplus on the Council Tax Collection Fund of (£0.155m). Other minor variances (£0.027m).	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Housing Programmes	0.140	0.124	(0.016)	(0.009)	Minor variances	
<b>Total Community &amp; Enterprise</b>	<b>12.540</b>	<b>11.910</b>	<b>(0.630)</b>	<b>(0.572)</b>		

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

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Streetscene &amp; Transportation</b>						
<b>Ancillary Services &amp; Performance</b>						
Waste Collection	7.118	7.495	0.377	0.377	Adverse variance of £0.200m relating to lower than anticipated energy production at the Landfill sites and reduced electricity sales from reducing levels of gas extraction. Environment and Sustainable Development (ESD) grant pressure £0.111m due to the reduction of the grant in 17/18 of 3.7%. Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate £0.050m	Energy production income levels being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Board Efficiency Tracker Keep under review as part of MTFS Indicative reduction in ESD grant for 18/19 of 6.9% - £0.202m
Parking & Enforcement	(0.084)	(0.026)	0.058	0.049	Shortfall of income from Flint Car Parking £0.050m. Part year pressure against £0.100m target due to the town centre re-development being ongoing and impacting on the rollout of changes across the town.	Keep under review as part of MTFS Reported in Programme Board Efficiency Tracker
Other Minor Variances	0.798	0.792	(0.006)	(0.006)		
<b>Highways Network</b>						
Highways Network	7.466	7.780	0.314	0.290	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. Street lighting energy prices above the 2% standard with an increase of 16% resulting in a pressure of £0.131m. Public conveniences at Holywell and Mold (New Street) were due to close in April this year, however they will not close until March 2018 resulting in a pressure of £0.063m.	Keep under review as part of MTFS. Reported in Programme Board Efficiency Tracker. Continue to monitor street lighting energy prices.

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

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Transportation &amp; Logistics</b>						
Logistics & Resource Services	4.518	4.693	0.175	0.171	Shared specialist plant with neighbouring Authorities has not materialised from 16/17 business planning proposal £0.050m. Increase in Fleet insurance premium for 17/18 £0.100m	Keep under review as part of MTFs
School Transport	4.734	5.119	0.385	0.385	Ongoing additional subsidy costs following re-procurement for covering various school transport routes £0.185m. The transport costs of additional pupils from John Summers High School to Connahs Quay £0.200m	No additional funding from WG due to Statutory provision requirements. Ongoing consideration will be required in the MTFs taking account of the cost for future years. Hoping to reduce cost through the Transportation retendering exercise currently ongoing.
Transportation	1.598	2.293	0.695	0.695	Ongoing additional subsidy costs following re-procurement for covering various public transport routes and the delay in introducing the Bus Subsidy efficiency in 17/18 £0.695m Bus Subsidy efficiency saving of £0.145m unlikely to be achieved in year. This is to be offset from any additional savings recognised from the School Transports re-procurement exercise if these come to fruition.	Keep under review as part of MTFs. Reported in Programme Board Efficiency Tracker
Other Minor Variances	1.432	1.432	0.001	0.034		
<b>Total Streetscene &amp; Transportation</b>	<b>27.580</b>	<b>29.578</b>	<b>1.998</b>	<b>1.996</b>		



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

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Planning &amp; Environment</b>						
<b>Business</b>						
Pollution Control	0.479	0.574	0.095	0.095	An increase in prosecutions for unlicensed and unsafe residential properties has resulted in two temporary Environmental Health Officers being recruited to deal with this increase in demand.	Business Case to be completed
Minor Variances	1.087	1.071	(0.016)	(0.007)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
<b>Community</b>						
Pest Control	0.004	0.048	0.044	0.036	Despite the fact that the service has seen an increase in referrals during 2016/17 and onwards into 2017/18, the income target is unlikely to be achieved, based on current projections.	
Minor Variances	0.898	0.834	(0.064)	(0.039)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
<b>Development</b>						
Development Management	(0.386)	(0.116)	0.271	0.277	The projected Planning Fee Income shortfall is currently £0.280m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast.	An improving position at Period 06 following some high value application fees received during the months of July and August. Continue to monitor fee levels and amend projection as required.
Minor Variances	0.158	0.144	(0.014)	(0.012)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible

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

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Access</b>						
Greenfield Valley	0.326	0.295	(0.031)	(0.030)	Vacancy savings and reduced zero hours contracts	Service review within Countryside is currently being undertaken
Minor Variances	1.015	1.023	0.008	0.011		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
<b>Shared Services</b>						
Minor Variances	0.177	0.177	0.000	(0.000)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
<b>Strategy</b>						
Minor Variances	0.834	0.823	(0.011)	(0.008)		Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
Management Strategy	0.340	0.476	0.136	0.136	Balance of Business Planning Efficiencies for Staffing	Continue to monitor committed expenditure and reduce/remove committed expenditure where possible
<b>Total Planning &amp; Environment</b>	<b>4.932</b>	<b>5.351</b>	<b>0.419</b>	<b>0.460</b>		
<b>Education &amp; Youth</b>						
Inclusion & Progression	6.833	6.880	0.047	(0.005)	Variance largely relates to Out of County placements £0.050m. Several new placements commenced during September 2017. Includes other minor variances from across the service (£0.003m).	Continue close monitoring arrangements and updates following moderation meetings.
Integrated Youth Provision	1.291	1.291	(0.000)	0.022	Minor variances only	
School Improvement Systems	1.873	1.860	(0.013)	(0.012)	Minor variances only	
Business Change & Support	0.377	0.358	(0.019)	(0.010)	Minor variances only	
Minor Variances	0.611	0.611	0.000	(0.000)		
<b>Total Education &amp; Youth</b>	<b>10.985</b>	<b>11.000</b>	<b>0.015</b>	<b>(0.005)</b>		

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

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Schools	88.862	88.862	0.000	(0.000)		
<b>People &amp; Resources</b>						
HR & OD	2.029	2.217	0.188	0.237	The overspend is due to partial achievement of business planning efficiency and loss of income contribution from Wrexham for Occupational Health Services	Service delivery options are being considered for the Occupational Health Service.
Corporate Finance	2.099	2.375	0.276	0.221	This is due to the roll out of manager self serve and the operating model review taking longer than planned.	Continue to look for income maximisation and progress structural review.
<b>Total People &amp; Resources</b>	<b>4.128</b>	<b>4.592</b>	<b>0.464</b>	<b>0.458</b>		
<b>Governance</b>						
Legal Services	0.688	0.696	0.009	0.037	Minor variances.	Continue to monitor and review.
Democratic Services	1.924	1.927	0.003	0.003	Minor variances.	Continue to monitor and review.
Internal Audit	0.443	0.383	(0.060)	(0.063)	Due to in year vacancies within this service.	Underspend is expected to be in 2017/18 only as plans to recruit to a vacant post are in place.
Procurement	0.168	0.291	0.122	0.109	The overspend is due to a conscious decision to no longer pursue supplier income for registration onto the Council's payment portal.	Pressure to be considered as part of the MTFS.
ICT	4.428	4.513	0.085	0.090	The overspend is mostly due to partial achievement of business planning efficiencies.	Continue to monitor and review. It is expected that the business planning efficiencies will be met in full in 2018/19.
<b>Total Governance</b>	<b>7.651</b>	<b>7.810</b>	<b>0.160</b>	<b>0.176</b>		

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

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Organisational Change 1</b>						
Public Libraries & Arts, Culture & Events	1.583	1.577	(0.006)	(0.006)	Minor variances.	Continue to monitor and review.
Museums	0.067	0.067	(0.000)	(0.000)	Minor variances.	Continue to monitor and review.
County Archives	0.286	0.286			Minor variances.	Continue to monitor and review.
Leisure	3.860	3.946	0.086	0.086	Aura Leisure and Libraries Ltd was established on 1st September. This was delayed by 2 months due to a range of queries in 3 separate responses from the Financial Conduct Authority (FCA) in registering the company. These issues are now resolved.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	0.000	Minor variances.	Continue to monitor and review.
<b>Total Organisational Change 1</b>	<b>5.821</b>	<b>5.900</b>	<b>0.079</b>	<b>0.079</b>		
<b>Organisational Change 2</b>						
Administrative Buildings	1.241	1.136	(0.105)	(0.098)	£0.098m estimated efficiencies from the closure of phases 3 and 4 in County Hall. Other minor variances	
Agricultural Estates	(0.189)	(0.153)	0.035	0.035	Minor Variances	
Property Holdings	0.015	0.027	0.012	0.010	Minor Variances	
Property Asset And Development	0.446	0.380	(0.066)	(0.062)	£0.062m in year salary savings. Other minor variances.	
Caretaking & Security	0.302	0.267	(0.035)	(0.034)	Minor variances	
CPM & Design Services	0.691	0.465	(0.225)	(0.217)	£0.139m projected additional fee income above target. £(0.070)m in year salary savings. Other minor variances.	
Industrial Units	(1.153)	(0.986)	0.168	0.151	£0.168m as a result of unachieved rental income. This will be offset against office efficiencies.	
CCTV & Open Spaces	0.184	0.216	0.032	0.031	Minor Variances	
Minor Variances	0.752	0.749	(0.003)	(0.009)		
<b>Total Organisational Change 2</b>	<b>2.288</b>	<b>2.101</b>	<b>(0.187)</b>	<b>(0.194)</b>		

Budget Monitoring Report  
Council Fund Variances

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Chief Executive	2.940	2.827	(0.113)	(0.119)	There are a number of in-year vacancy savings as well as underspends on specialist budgets such as sustainable development, Your Community/Your Council and public relations.	Continue to monitor and review.
Central and Corporate Finance	24.990	23.640	(1.350)	(1.301)	<p>An underachievement on the income target of £0.412m, though work is continuing to identify areas of opportunity.</p> <p>Support Service recharge, has resulted in a shortfall of £0.234m due to a reduction in overall operating costs.</p> <p>Car parking permit income shortfall £0.080m.</p> <p>Reduced Audit fees, underspend of £0.127m.</p> <p>Social Services, one off in year underspend of (£1.608m) held centrally to mitigate any in year overspends - (£0.513m) resulting from remaining pressure budgeted in 17/18 no longer required, (£0.500m) due to funding being secured from the Regional Integrated Care Fund, a revenue grant allocation on a one off basis. An additional (£0.595m) of Welsh Government funding for Social Care has recently been confirmed.</p>	<p>Work is continuing to identify areas of opportunity to generate income. Keep under review as part of MTFS considerations.</p> <p>Social Services - Keep under review as part of MTFS considerations to assess 18/19 impact.</p>

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

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
					Projected Pension fund variance (£0.288m) due to surplus of budget required for increase in contributions in 2017/18.  Apprentice Tax Levy underspend of (£0.049m), increased data has enabled a more accurate projection.  Minor variances (£0.004m)	Pension Fund / Apprentice Tax Levy - Keep under review in year to consider potential for mitigation of 18/19 pressure.
<b>Grand Total</b>	<b>255.156</b>	<b>256.303</b>	<b>1.147</b>	<b>1.348</b>		

**2017/18 Efficiencies Outturn - Under or Over Achieved**

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2017/18 £(m)	2017/18 £(m)	2017/18 £(m)
<b>People &amp; Resources</b>			
Finance - Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies. Phased roll out of new finance model.	0.270	0.200	(0.070)
Review of Human Resources & Organisational Design operating model and job roles and various other efficiencies.	0.148	0.052	(0.096)
DBS recharges	0.058	0.025	(0.033)
<b>Total People &amp; Resources</b>	<b>0.476</b>	<b>0.277</b>	<b>(0.199)</b>
<b>Governance</b>			
ICT - Reduction in management, staff and non pay costs.	0.350	0.264	(0.086)
<b>Total Governance</b>	<b>0.350</b>	<b>0.264</b>	<b>(0.086)</b>
<b>Social Services</b>			
Develop a 'progression' model for Supported Living.	0.250	0.076	(0.174)
Develop alternative approaches to in house day services and work opportunity schemes.	0.250	0.200	(0.050)
<b>Total Social Services</b>	<b>0.500</b>	<b>0.276</b>	<b>(0.224)</b>
<b>Education &amp; Youth</b>			
Music Service to move to full cost recovery model.	0.035	0.014	(0.021)
<b>Total Education &amp; Youth</b>	<b>0.035</b>	<b>0.014</b>	<b>(0.021)</b>
<b>Organisational Change 1</b>			
Alternative Delivery Models	0.415	0.335	(0.080)
<b>Total Organisational Change 1</b>	<b>0.435</b>	<b>0.355</b>	<b>(0.080)</b>
<b>Community &amp; Enterprise</b>			
Council Tax Reduction Scheme.	0.200	0.648	0.448
<b>Total Community &amp; Enterprise</b>	<b>0.200</b>	<b>0.648</b>	<b>0.448</b>
<b>Streetscene &amp; Transportation</b>			
Develop energy production at landfill.	0.100	0.000	(0.100)
Review subsidised bus routes.	0.350	0.145	(0.205)
<b>Total Streetscene &amp; Transportation</b>	<b>0.450</b>	<b>0.145</b>	<b>(0.305)</b>
<b>Planning &amp; Environment</b>			
Staffing - management restructure.	0.125	0.062	(0.063)
Self financing for Public Protection Services.			
- Animal & Pest Control.			
- Licencing Charging.	0.030	0.000	(0.030)
Increase in planning fees (15% WG increase) and applications	0.015	0.000	(0.015)
Increase in number of planning applications	0.035	0.000	(0.035)
<b>Total Planning &amp; Environment</b>	<b>0.205</b>	<b>0.062</b>	<b>(0.143)</b>
		%	£
<b>Total 2017/18 Budget Efficiencies</b>		<b>100</b>	<b>8.433</b>
<b>Total Projected 2017/18 Budget Efficiencies Underachieved</b>		<b>7</b>	<b>0.610</b>
<b>Total Projected 2017/18 Budget Efficiencies Achieved</b>		<b>93</b>	<b>7.823</b>





**Movements on Council Fund Unearmarked Reserves**

	<b>£m</b>	<b>£m</b>
Total Reserves as at 1 April 2017	10.953	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		5.184
Less – allocation from the Contingency Reserve to support initial set up costs and final technical support for the Community Asset Transfer (CAT) of Holywell Leisure Centre and Alternative Delivery Model (ADM) agreed in 2016/17		(0.050)
Less – allocation from the Contingency Reserve to provide financial support to meet in-year budget pressures in 2017/18 for regional economic structures and support for events		(0.052)
Less – projected outturn overspend		(1.147)
<b>Total Contingency Reserve as at 31<sup>st</sup> March 2018</b>		<b>3.935</b>



**Budget Monitoring Report**  
**Housing Revenue Account Variances**

**MONTH 6 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance
<b>Housing Revenue Account</b>					
Income	(33.598)	(33.480)	0.118	0.022	£0.085m reflects the decision to delay implementation of Service Charges to 1st April 2018 (January 2018) to allow more time for full consultation. £0.034m relates to the loss of income on garages following refurbishments and demolition. The remaining balance relates to minor variances of £0.001m,
Capital Financing - Loan Charges	7.545	7.529	(0.016)	(0.016)	Minor Variance
Estate Management	1.633	1.638	0.005	0.017	Minor Variance
Landlord Service Costs	1.318	1.340	0.022	0.002	Minor Variance
Repairs & Maintenance	9.929	9.720	(0.208)	(0.172)	A saving of £0.208m is anticipated on Repairs and Maint. £0.98m relates to staffing costs, £0.120m relates to subcontractor spend. The remaining £0.010m relates to minor variances.
Management & Support Services	2.272	2.268	(0.004)	0.002	Minor Variance
Capital Expenditure From Revenue (CERA)	10.890	10.974	0.084	0.135	The variance of £0.084m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.
HRA Projects	0.046	0.046	(0.000)		No Variance
Contribution To / (From) Reserves	(0.035)	(0.035)	0.000	0.009	No Variance
<b>Total Housing Revenue Account</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.000)</b>	





<b>CABINET MEETING</b>
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<b>Date of Meeting</b>	Tuesday 21st November 2017
<b>Report Subject</b>	Capital Programme Monitoring 2017/18 (Month 6)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report By</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2017/18 since Month 4 to the end of month 6 (September 2017), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase of £1.836m during the period. This is comprised of:-

- Increases in the programme of £4.166m (CF £2.815m, HRA £1.351m);
- Partially offset by Carry Forward to 2018/19 of £2.330m approved by Cabinet at Month 4.

Actual expenditure was £23.174m.

Whilst all funding for 2017/18 schemes is in place, the Provisional Settlement announced by Welsh Government (WG) in October reduced annual capital funding by £0.118m, thereby increasing the shortfall in the total programme (2017/18 - 2019/20) by £0.236m. The current shortfall stands at £0.567m. The options for funding this were kept flexible. Options included a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years that would be considered during 2017/18.

## RECOMMENDATIONS

(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the carry forward adjustments set out at 1.15.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE MONTH 6 CAPITAL PROGRAMME MONITORING POSITION- 2017/18</b>																																																																																																																			
	<b>Background</b>																																																																																																																			
1.01	The Council approved a Housing Revenue Account (HRA) capital programme for 2017/18 of £27.744m and a Council Fund (CF) capital programme of £19.435m at its meeting of 14 <sup>th</sup> February, 2017.																																																																																																																			
1.02	For presentational purposes the capital programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ring fenced and can only be used for HRA purposes.																																																																																																																			
	<b>Changes since Budget approval</b>																																																																																																																			
1.03	Table 1 below sets out how the programme has changed during 2017/18. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-																																																																																																																			
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1.04	<p><b>Carry Forward from 2016/17</b></p> <p>Carry forward sums from 2016/17 to 2017/18, totalling £3.589m (CF £3.589m, HRA £0.000m), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2016/17.</p>																																																																					
1.05	<p><b>Changes during this period</b></p> <p>Changes during this period have resulted in a net increase in the programme total of £4.166m (CF £2.815m, HRA £1.351m). A summary of the changes, detailing major items, is shown in Table 2 below:-</p> <p><b>Table 2</b></p> <table border="1" data-bbox="323 629 1385 1765"> <thead> <tr> <th colspan="3" style="text-align: center;">CHANGES DURING THIS PERIOD</th> </tr> <tr> <th></th> <th style="text-align: center;">Para</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td colspan="3"><b><u>COUNCIL FUND</u></b></td> </tr> <tr> <td colspan="3"><b>Increases</b></td> </tr> <tr> <td>Highways - Streetlighting replacement</td> <td style="text-align: center;">1.06</td> <td style="text-align: right;">1.379</td> </tr> <tr> <td>Waste CCP Grant - Household Recycling Centres</td> <td style="text-align: center;">1.07</td> <td style="text-align: right;">0.677</td> </tr> <tr> <td>Highways - Resurfacing/Surface Dressing Works</td> <td style="text-align: center;">1.08</td> <td style="text-align: right;">0.436</td> </tr> <tr> <td>Local Transport Grant - Deeside Quality Partnership Scheme</td> <td style="text-align: center;">1.09</td> <td style="text-align: right;">0.100</td> </tr> <tr> <td>Other Aggregate Increases</td> <td></td> <td style="text-align: right;">0.223</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">2.815</td> </tr> <tr> <td colspan="3"><b>Decreases</b></td> </tr> <tr> <td>Other Aggregate Decreases</td> <td></td> <td style="text-align: right;">0.000</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">0.000</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td style="text-align: right; border-top: 1px solid black;"><b>2.815</b></td> </tr> <tr> <td colspan="3"><b><u>HRA</u></b></td> </tr> <tr> <td colspan="3"><b>Increases</b></td> </tr> <tr> <td>SHARP - Realignment of Batch 3 expenditure</td> <td style="text-align: center;">1.10</td> <td style="text-align: right;">1.351</td> </tr> <tr> <td>Other Aggregate Increases</td> <td></td> <td style="text-align: right;">0.000</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">1.351</td> </tr> <tr> <td colspan="3"><b>Decreases</b></td> </tr> <tr> <td>Other Aggregate Decreases</td> <td></td> <td style="text-align: right;">0.000</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">0.000</td> </tr> <tr> <td><b>Total</b></td> <td></td> <td style="text-align: right; border-top: 1px solid black;"><b>1.351</b></td> </tr> </tbody> </table>	CHANGES DURING THIS PERIOD				Para	£m	<b><u>COUNCIL FUND</u></b>			<b>Increases</b>			Highways - Streetlighting replacement	1.06	1.379	Waste CCP Grant - Household Recycling Centres	1.07	0.677	Highways - Resurfacing/Surface Dressing Works	1.08	0.436	Local Transport Grant - Deeside Quality Partnership Scheme	1.09	0.100	Other Aggregate Increases		0.223			2.815	<b>Decreases</b>			Other Aggregate Decreases		0.000			0.000	<b>Total</b>		<b>2.815</b>	<b><u>HRA</u></b>			<b>Increases</b>			SHARP - Realignment of Batch 3 expenditure	1.10	1.351	Other Aggregate Increases		0.000			1.351	<b>Decreases</b>			Other Aggregate Decreases		0.000			0.000	<b>Total</b>		<b>1.351</b>
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1.06	A programme of replacing current street lighting bulbs with more energy efficient ones is underway. This is funded by an interest free Salix loan.																																																																					
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1.08	Within highways maintenance, resources are available within revenue to fund short term patching and capital to fund longer term surface dressing/resurfacing. This increase reflects expenditure being prioritised on the latter.
1.09	WG is funding a study into developing the bus infrastructure along the B5129 corridor between Shotton/Connah's Quay and the Deeside Industrial Park.
1.10	In the Month 4 monitoring report, a potential overspend of £3.219m in Batch 3 of the SHARP programme was identified due to the re-phasing of expenditure from 2016/17. This was based on a full Batch 3 programme within 2017/18. Following a review of the start dates of these schemes with the contractor, this has now been reduced to £1.351m and funding introduced accordingly.
1.11	<b>Capital Expenditure compared to Budget</b> Expenditure as at Month 6, across the whole of the capital programme was £23.174m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 39.50% of the budget has been spent (CF 28.28%, HRA 50.90%). Corresponding figures for Month 6 2016/17 were 49.83% (CF 56.41%, HRA 49.83%).
1.12	The table also shows a projected overspend (pending carry forward and other adjustments) of £0.065m on the Council Fund and an overspend of £1.000m on the HRA.

**Table 3**

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 6	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
Chief Executives	0.100	0.010	9.53	0.065	(0.035)
People & Resources	0.253	0	0.00	0.253	0
Governance	0.765	0	0.00	0.765	0
Education & Youth	8.981	2.858	31.82	8.981	0
Social Care	0.443	0.059	13.29	0.443	0
Community & Enterprise	5.044	3.257	64.57	5.525	0.481
Planning & Environment	0.526	0.150	28.50	0.495	(0.031)
Transport & Streetscene	8.964	1.376	15.35	8.588	(0.376)
Organisational Change 1	2.646	0.305	11.52	2.727	0.081
Organisational Change 2	1.857	0.351	18.89	1.802	(0.055)
<b>Council Fund Total</b>	<b>29.579</b>	<b>8.364</b>	<b>28.28</b>	<b>29.644</b>	<b>0.065</b>
Disabled Adaptations	1.030	0.257	24.95	1.030	0
Energy Schemes	0.350	0.141	40.22	0.350	0
Major Works	1.492	1.342	89.98	2.492	1.000
Accelerated Programmes	0.650	0.444	68.27	0.650	0
WHQS Improvements	16.518	9.403	56.92	16.518	0
SHARP Programme	9.055	3.223	35.60	9.055	0
<b>Housing Revenue Account Total</b>	<b>29.095</b>	<b>14.810</b>	<b>50.90</b>	<b>30.095</b>	<b>1.000</b>
<b>Programme Total</b>	<b>58.674</b>	<b>23.174</b>	<b>39.50</b>	<b>59.739</b>	<b>1.065</b>



1.13	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 carry forward into 2018/19 has been identified, this is also included in the narrative.																																				
1.14	For each of the areas above showing an overspend, Community & Enterprise, Org Change 1 and HRA Major Works, alternative funding sources are available, either from reserves or external contributions, and these will be introduced prior to the Month 9 report to address the shortfall.																																				
1.15	<p><b>Carry Forward into 2018/19</b></p> <p>During the quarter carry forward of £0.497m (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 2018/19.</p>																																				
1.16	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-</p> <p><b>Table 4</b></p> <table border="1"> <thead> <tr> <th><b>CARRY FORWARD INTO 2018/19</b></th> <th><b>Month 4 £m</b></th> <th><b>Month 6 £m</b></th> <th><b>Total £m</b></th> </tr> </thead> <tbody> <tr> <td>Chief Executives - CTC</td> <td>0</td> <td>0.035</td> <td>0.035</td> </tr> <tr> <td>Social Care</td> <td>1.725</td> <td>0</td> <td>1.725</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>0.550</td> <td>0.031</td> <td>0.581</td> </tr> <tr> <td>Transport &amp; Streetscene</td> <td>0.055</td> <td>0.376</td> <td>0.431</td> </tr> <tr> <td>Organisational Change 1</td> <td>0</td> <td>0.055</td> <td>0.055</td> </tr> <tr> <td><b>Council Fund</b></td> <td><b>2.330</b></td> <td><b>0.497</b></td> <td><b>2.827</b></td> </tr> <tr> <td><b>Housing Revenue Account</b></td> <td><b>0</b></td> <td><b>0</b></td> <td><b>0.000</b></td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>2.330</b></td> <td><b>0.497</b></td> <td><b>2.827</b></td> </tr> </tbody> </table>	<b>CARRY FORWARD INTO 2018/19</b>	<b>Month 4 £m</b>	<b>Month 6 £m</b>	<b>Total £m</b>	Chief Executives - CTC	0	0.035	0.035	Social Care	1.725	0	1.725	Planning & Environment	0.550	0.031	0.581	Transport & Streetscene	0.055	0.376	0.431	Organisational Change 1	0	0.055	0.055	<b>Council Fund</b>	<b>2.330</b>	<b>0.497</b>	<b>2.827</b>	<b>Housing Revenue Account</b>	<b>0</b>	<b>0</b>	<b>0.000</b>	<b>TOTAL</b>	<b>2.330</b>	<b>0.497</b>	<b>2.827</b>
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1.17	<p><b>Additional Allocations</b></p> <p>No requests for additional resources have been received in this quarter.</p>																																				
1.18	<p><b>Savings</b></p> <p>No savings have been identified in the programme in this quarter.</p>																																				

## Funding of 2017/18 Approved Schemes

1.19 The position at Outturn is summarised in Table 5 below:-

**Table 5**

FUNDING OF APPROVED SCHEMES		
	£m	£m
<b>Surplus from 2016/17</b>	(4.688)	
<b>Allocated to 2017/18 Budget</b>	3.567	(1.121)
<b>Increases</b>		
Shortfall in Capital Programme	3.187	
Impact of Provisional Settlement	0.236	3.423
<b>Decreases</b>		
Actual In year receipts	(1.734)	
Savings		(1.734)
<b>Funding - (Available)/Shortfall</b>		<b>0.567</b>

1.20 The final outturn surplus from 2016/17 was £4.688m. Of this £3.567m was allocated to schemes in 2017/18 as part of the budget setting process.

In addition, schemes put forward for the years 2017/18 - 2019/20 showed a potential shortfall in funding of £3.187m.

The detail behind the above figures can be found in the report 'Council Fund Capital Programme 2017/18 - 2019/20' which was presented to Council on 14<sup>th</sup> February 2017.

As a result of the Provisional Settlement received on 10<sup>th</sup> October, 2017, there has been a reduction in Flintshire's capital funding of £0.118m per annum. This has had the effect of reducing available funding assumed when approving the 2017/18 - 2019/20 programme by £0.236m.

Actual in year receipts as at Month 6 amount to £1.734m.

Whilst all funding for 2017/18 schemes is in place, taken as a whole this indicates that there is still a shortfall in the total programme (2017/18 - 2019/20) of £0.567m. The options for funding this were kept flexible. Options included a combination of future capital receipts, alternative grants, prudential borrowing or phasing schemes over several years that would be considered during 2017/18. This will continue to be closely monitored and updates brought in future monitoring reports.

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

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

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	At this stage in the financial year and given the size and complexity of schemes within the programme, it is considered that the level of spend against budget is appropriate and poses no risk or negative impact for the Council e.g. loss of external funding.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A: Capital Programme - Changes during 2017/18
5.02	Appendix B: Variances

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	Capital Programme monitoring papers 2017/18.  <b>Contact Officer:</b> Andrew Elford Accountant <b>Telephone:</b> 01352 702291 <b>E-Mail:</b> <a href="mailto:andrew.j.elford@flintshire.gov.uk">andrew.j.elford@flintshire.gov.uk</a>

7.00	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Budget Re-profiling:</b> Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.</p> <p><b>Capital Expenditure:</b> Expenditure on the acquisition of <b>non-current assets</b> or expenditure which extends the useful life of an existing asset</p> <p><b>Capital Programme:</b> The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p><b>Capital Receipts:</b> Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p><b>Carry Forward:</b> Carry forward 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 carried forward to meet the delayed, contractually committed expenditure.</p> <p><b>CERA: Capital Expenditure charged to Revenue Account.</b> The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.</p> <p><b>Council Fund (CF):</b> The fund to which all the Council's revenue and capital expenditure is charged.</p> <p><b>Housing Revenue Account (HRA):</b> The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p><b>MRA:</b> Major Repairs Allowance. A general capital grant from WG for HRA purposes.</p> <p><b>Non-current Asset:</b> A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.</p> <p><b>Target Hardening:</b> Measures taken to prevent unauthorised access to Council sites.</p> <p><b>Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing -</b> Each year Welsh Government provide Councils with a Supported Borrowing allocation. Councils 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.</p>

<p><b>Unsupported (Prudential) Borrowing:</b> 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.</p>
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## APPENDIX A

## CAPITAL PROGRAMME - CHANGES DURING 2017/18

	Original Budget 2017/18	Carry Forward from 2016/17	Previously Reported			Changes (Current)	Revised Budget 2017/18
			Changes	Carry Forward to 2018/19	Savings		
	£m	£m	£m	£m	£m	£m	£m
<b>Council Fund :</b>							
<b>Chief Executives</b>							
Clwyd Theatr Cymru	0.100	0	0	0	0	0	0.100
	<b>0.100</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.100</b>
<b>People &amp; Resources</b>							
Headroom	0.250	0.010	0	0	0	(0.150)	0.110
Corporate Finance - H & S	0.000	0.143	0	0	0	0	0.143
	<b>0.250</b>	<b>0.153</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>(0.150)</b>	<b>0.253</b>
<b>Governance</b>							
Information Technology	0.620	0.145	0	0	0	0	0.765
	<b>0.620</b>	<b>0.145</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.765</b>
<b>Education &amp; Youth</b>							
Education - General	0.250	0.032	(0.228)	0	0	0	0.054
Primary Schools	1.173	0.077	(0.573)	0	0	0	0.677
Schools Modernisation	5.952	0.072	0.359	0	0	0	6.383
Secondary Schools	0.417	0.027	0.754	0	0	0.124	1.322
Special Education	0.000	0.245	0.300	0	0	0	0.545
	<b>7.792</b>	<b>0.453</b>	<b>0.612</b>	<b>0.000</b>	<b>0.000</b>	<b>0.124</b>	<b>8.981</b>
<b>Social Care</b>							
Partnerships & Performance	0	0	0	0	0	0.023	0.023
Learning Disability	2.045	0	0	(1.725)	0	0	0.320
Children's Services	0.100	0	0	0	0	0	0.100
	<b>2.145</b>	<b>0.000</b>	<b>0.000</b>	<b>(1.725)</b>	<b>0.000</b>	<b>0.023</b>	<b>0.443</b>
<b>Community &amp; Enterprise</b>							
Town Centre Regeneration	0	0	0.120	0	0	0	0.120
Vibrant & Viable Places	0	0	0	0	0	0	0.000
Affordable Housing	3.548	0	0	0	0	0	3.548
Private Sector Renewal/Improv't	1.496	0	(0.120)	0	0	0	1.376
	<b>5.044</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>5.044</b>
<b>Planning &amp; Environment</b>							
Closed Landfill Sites	0	0.250	0	(0.250)	0	0	0.000
Engineering	0	0.631	0	(0.300)	0	0	0.331
Energy Services	0	0	0.037	0	0	0.006	0.043
Rights of Way	0	0	0.010	0	0	0.012	0.022
Planning Grant Schemes	0	0	0	0	0	0	0.000
Ranger Services	0	0	0	0	0	0	0.000
Townscape Heritage Initiatives	0	0.130	0	0	0	0	0.130
	<b>0.000</b>	<b>1.011</b>	<b>0.047</b>	<b>(0.550)</b>	<b>0.000</b>	<b>0.018</b>	<b>0.526</b>

## CAPITAL PROGRAMME - CHANGES DURING 2017/18

	Original Budget 2017/18	Carry Forward from 2016/17	Previously Reported			Changes (Current)	Revised Budget 2017/18
			Changes	Carry Forward to 2018/19	Savings		
	£m	£m	£m	£m	£m	£m	£m
<b>Transport &amp; Streetscene</b>							
Waste Services	0	0	0	0	0	0	0.000
Waste - CCP Grant	1.000	0	0	0	0	0.677	1.677
Engineering	0	0	0	0	0	0	0.000
Highways	1.110	0.448	1.400	0	0	1.965	4.923
Local Transport Grant	0	0	1.947	0	0	0.100	2.047
Solar Farms	0	0.372	0	(0.055)	0	0	0.317
	<b>2.110</b>	<b>0.820</b>	<b>3.347</b>	<b>(0.055)</b>	<b>0.000</b>	<b>2.742</b>	<b>8.964</b>
<b>Organisational Change 1</b>							
Leisure Centres	0.404	0	1.964	0	0	0	2.368
Recreation - Other	0	0	0	0	0	0	0.000
Play Areas	0	0	0.100	0	0	0.058	0.158
Libraries	0.120	0	0	0	0	0	0.120
	<b>0.524</b>	<b>0.000</b>	<b>2.064</b>	<b>0.000</b>	<b>0.000</b>	<b>0.058</b>	<b>2.646</b>
<b>Organisational Change 2</b>							
Administrative Buildings	0.600	0.302	0	0	0	0	0.902
Community Asset Transfers	0.250	0.705	0	0	0	0	0.955
	<b>0.850</b>	<b>1.007</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.857</b>
<b>Housing Revenue Account :</b>							
Disabled Adaptations	1.030	0	0	0	0	0	1.030
Energy Schemes	0.500	0	0	0	0	(0.150)	0.350
Major Works	1.472	0	0	0	0	0.020	1.492
Accelerated Programmes	0.450	0	0	0	0	0.200	0.650
WHQS Improvements	16.588	0	0	0	0	(0.070)	16.518
SHARP Programme	7.704	0	0	0	0	1.351	9.055
	<b>27.744</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>0.000</b>	<b>1.351</b>	<b>29.095</b>
<b>Totals :</b>							
Council Fund	19.435	3.589	6.070	(2.330)	0	2.815	29.579
Housing Revenue Account	27.744	0	0	0	0	1.351	29.095
<b>Grand Total</b>	<b>47.179</b>	<b>3.589</b>	<b>6.070</b>	<b>(2.330)</b>	<b>0.000</b>	<b>4.166</b>	<b>58.674</b>



## CHIEF EXECUTIVES

## Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Clwyd Theatr Cymru	0.100	0.010	0.065	(0.035)	(35)	0	Carry Forward - Timescale for full IT migration pushed back	Request approval to move funding of £0.035m to 2018/19	
<b>Total</b>	<b>0.100</b>	<b>0.010</b>	<b>0.065</b>	<b>(0.035)</b>	<b>(35)</b>	<b>0.000</b>			

## PEOPLE &amp; RESOURCES

## Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Corporate Finance - Health & Safety	0.143	0	0.143	0.000	0	0		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Headroom	0.110	0	0.110	0.000	0	0		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
<b>Total</b>	<b>0.253</b>	<b>0.000</b>	<b>0.253</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Information Technology	0.765	0.000	0.765	0.000	0	0			All projects are underway and full spend is anticipated by year end
<b>Total</b>	<b>0.765</b>	<b>0.000</b>	<b>0.765</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## EDUCATION &amp; YOUTH

## Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	0.054	0.004	0.054	0	0	0			No Carry Forward identified at this stage
Primary Schools	0.677	0.609	0.677	0	0	0			No Carry Forward identified at this stage
Schools Modernisation	6.383	1.294	6.383	0	0	0			No Carry Forward identified at this stage
Secondary Schools	1.322	0.850	1.322	0	0	0			No Carry Forward identified at this stage
Special Education	0.545	0.100	0.545	0	0	0			No Carry Forward identified at this stage
<b>Total</b>	<b>8.981</b>	<b>2.858</b>	<b>8.981</b>	<b>0.000</b>	<b>0</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Partnerships & Performance	0.023	0.034	0.023	0.000	0	0.024	Expenditure wrongly allocated	Move to Children's Services	
Learning Disability	0.320	0	0.320	0.000	0	(1.725)			
Children's Services	0.100	0.025	0.100	0.000	0	0			
<b>Total</b>	<b>0.443</b>	<b>0.059</b>	<b>0.443</b>	<b>0.000</b>	<b>0</b>	<b>(1.701)</b>			

Variance = Budget v Projected Outturn

## COMMUNITY &amp; ENTERPRISE

## Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Town Centre Regeneration	0.120	0.130	0.173	0.053	44	0	Flint project overrun from previous year, now complete	The overspend is to be met from Reserves	
Vibrant & Viable Places	0.000	(0.019)	0.000	0.000		0			Awaiting outstanding retention payments
Affordable Housing	3.548	2.040	3.548	0.000	0	0			
Private Sector Renewal/Improvement	1.376	1.106	1.804	0.428	31	0	DFG's - Budget under pressure due to increased demand for statutory service. Group Repair - currently overbudget due to residual expenditure	DFG overspend is to be met from Reserves. Group Repair - Client contributions are invoiced retrospectively and will be used to fund shortfall	Ongoing monitoring required
<b>Total</b>	<b>5.044</b>	<b>3.257</b>	<b>5.525</b>	<b>0.481</b>	<b>10</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## PLANNING &amp; ENVIRONMENT

## Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0	0	0	0		(0.250)			
Engineering	0.331	0.027	0.300	(0.031)	(9)	(0.300)	Carry Forward - Situation remains as reported in Month 4 regarding WG pipeline programme	Request approval to move funding of £0.031m to 2018/19. This funding will be held pending the confirmation of future WG funding	Continue to develop 5 year Capital Programme. Deliver specific on going projects to completion by the targeted deadline of 31st March, 2018
Energy Services	0.043	0.036	0.043	0	0	0			
Rights of Way	0.022	0.018	0.022	0	0	0			
Planning Grant Schemes	0	0	0	0		0			
Ranger Services	0	0	0	0		0			
Townscape Heritage Initiatives	0.130	0.070	0.130	0	0	0			
<b>Total</b>	<b>0.526</b>	<b>0.150</b>	<b>0.495</b>	<b>(0.031)</b>	<b>(6)</b>	<b>(0.550)</b>			

Variance = Budget v Projected Outturn

## TRANSPORT &amp; STREETSCENE

## Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Waste Services - Collaborative Change Programme (CCP)	1.677	0.211	1.677	0	0	0			
Waste Services - Other	0	0	0	0		0			
Engineering	0	0	0	0		0			
Highways	4.923	1.123	4.863	(0.070)	(1)	0.150	Carry Forward - Principal inspection due in summer of 2018	Request approval to move funding of £0.070m to 2018/19	
Local Transport Grant	2.047	0.042	2.047	0	0	0			
Solar Farms	0.317	0.000	0.011	(0.306)	(97)	(0.055)	Carry Forward - Awaiting options appraisal for use of energy produced by the solar farms. Once approved work is likely to start early 2018/19	Request approval to move funding of £0.306m to 2018/19	
<b>Total</b>	<b>8.964</b>	<b>1.376</b>	<b>8.588</b>	<b>(0.376)</b>	<b>(4)</b>	<b>0.095</b>			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/ Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Leisure Centres	2.368	0.060	2.368	0.000	0	0			Condition survey works are fully committed and completion is due by the end of the year. The works at Jade Jones Pavilion & Mold Leisure Centre are due to commence Jan 2018
Recreation - Other	0.000	0.000	0.000	0.000		0			
Play Areas	0.158	0.239	0.239	0.081	51	0		S106 and match funding to be drawn down as schemes develop	Match funding monies due from AURA to meet expenditure
Libraries	0.120	0.006	0.120	0.000	0	0			
<b>Total</b>	<b>2.646</b>	<b>0.305</b>	<b>2.727</b>	<b>0.081</b>	<b>3</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn



ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Administrative Buildings	0.902	0.187	0.847	(0.055)	(6)	0	Carry Forward - delay to Legionella works at Theatr Clwyd	Request approval to move funding of £0.055m to 2018/19	
Community Asset Transfers	0.955	0.163	0.955	0.000	0	0		Expenditure is incurred as and when schemes are signed off	Any unspent allocation will be the subject of a carry forward request at outturn
<b>Total</b>	<b>1.857</b>	<b>0.351</b>	<b>1.802</b>	<b>(0.055)</b>	<b>(3)</b>	<b>0.000</b>			

Variance = Budget v Projected Outturn

## HOUSING REVENUE ACCOUNT

## Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required	Comments
	£m	£m	£m	£m	%	£m			
Disabled Adaptations	1.030	0.257	1.030	0	0	0			
Energy Services	0.350	0.141	0.350	0	0	0			
Major Works	1.492	1.342	2.492	1.000	67	0.500			There has been an increase in the number of Major Voids resulting in the potential £1.000m overspend, this is to be met from CERA or Prudential Borrowing
Accelerated Programmes	0.650	0.444	0.650	0	0	0			
WHQS Improvements	16.518	9.403	16.518	0	0	(0.500)			
SHARP	9.055	3.223	9.055	0	0	3.219			
<b>Total</b>	<b>29.095</b>	<b>14.810</b>	<b>30.095</b>	<b>1.000</b>	<b>3</b>	<b>3.219</b>			

Variance = Budget v Projected Outturn

## SUMMARY

## Capital Budget Monitoring 2017/18 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Chief Executive's	0.100	0.010	0.065	(0.035)	(35)	0			
People & Resources	0.253	0	0.253	0	0	0			
Governance	0.765	0.000	0.765	0	0	0			
Education & Youth	8.981	2.858	8.981	0	0	0			
Social Care	0.443	0	0.443	0.000	0	(1.701)			
Community & Enterprise	5.044	3.257	5.525	0.481	10	0			
Planning & Environment	0.526	0.150	0.495	(0.031)	(6)	(0.550)			
Transport & Streetscene	8.964	1.376	8.588	(0.376)	(4)	0.095			
Organisational Change 1	2.646	0.305	2.727	0.081	3	0			
Organisational Change 2	1.857	0.351	1.802	(0.055)	(3)	0			
<b>Sub Total - Council Fund</b>	<b>29.579</b>	<b>8.364</b>	<b>29.644</b>	<b>0.065</b>	<b>0</b>	<b>(2.156)</b>			
Housing Revenue Account	29.095	14.810	30.095	1.000	3	3.219			
<b>Total</b>	<b>58.674</b>	<b>23.174</b>	<b>59.739</b>	<b>1.065</b>	<b>2</b>	<b>1.063</b>			

Variance = Budget v Projected Outturn
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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 16 November, 2017
<b>Report Subject</b>	Forward Work Programme
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

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

In addition, the Committee is asked to express a preference for when it holds its meetings.

### RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Democratic Services Manager, in consultation with the Chair and Vice-Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.
3	The Committee is asked to express a preference for when it meets.

## REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE FORWARD WORK PROGRAMME</b>									
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.									
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none"> <li>1. Will the review contribute to the Council's priorities and/or objectives?</li> <li>2. Is it an area of major change or risk?</li> <li>3. Are there issues of concern in performance?</li> <li>4. Is there new Government guidance of legislation?</li> <li>5. Is it prompted by the work carried out by Regulators/Internal Audit?</li> </ol>									
1.03	<p>At the meeting of the Constitution &amp; Democratic Services Committee which was held on 25<sup>th</sup> October, it was resolved that each committee should be canvassed for views on meeting preference as part of their forward work programme item. The options are as follows:</p> <table border="1" data-bbox="300 1122 1374 1256"> <tr> <td>9.30am</td> <td>10am</td> <td>1.30 pm</td> <td>2pm</td> <td>4.30 pm</td> <td>6.00 pm</td> <td>Alternate am/pm</td> <td>Rotate 10am/ 2pm/ 4.30pm</td> <td>Rotate am/ pm/ 6pm</td> </tr> </table> <p>The Corporate Resources Overview &amp; Scrutiny committee, which currently meets on a Thursday morning at 10.00, is asked to express a preference for its meeting pattern. This information will be reported back to the Constitution &amp; Democratic Services Committee.</p>	9.30am	10am	1.30 pm	2pm	4.30 pm	6.00 pm	Alternate am/pm	Rotate 10am/ 2pm/ 4.30pm	Rotate am/ pm/ 6pm
9.30am	10am	1.30 pm	2pm	4.30 pm	6.00 pm	Alternate am/pm	Rotate 10am/ 2pm/ 4.30pm	Rotate am/ pm/ 6pm		
<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>									
2.01	None as a result of this report.									
<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>									
3.01	Publication of this report constitutes consultation.									
<b>4.00</b>	<b>RISK MANAGEMENT</b>									
4.01	None as a result of this report.									

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1 – Draft Forward Work Programme

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p>None.</p> <p><b>Contact Officer:</b> Robert Robins Democratic Services Manager</p> <p><b>Telephone:</b> 01352 702320</p> <p><b>E-mail:</b> <a href="mailto:robert.robins@flintshire.gov.uk">robert.robins@flintshire.gov.uk</a></p>

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

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## Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2017/18

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Early December (Date to be advised)	Budget Consultation Meeting - Stage 2 Budget Proposals	To review, scrutinise and comment on the budget proposals for 2018/19.	
Thursday 14 <sup>th</sup> December 2017 10.00 a.m.	Community Endowment fund Workforce Quarterly Report  Strategic Equality Plan Annual Report  Revenue Budget Monitoring 2017 / 18  Forward Work Programme	Colin Evans from the Community Foundation to present the Annual progress report  To review the annual report for the Council's Strategic Equality Plan; progress made and areas for further improvement.  Monthly Monitoring  Approval and development	Karen Armstrong  Fiona Mocko  Sara Dulson  Robert Robins
Thursday 18 <sup>th</sup> January 2018 10.00 a.m.	Workforce Information Report – Quarter 2 2017/18  Revenue Budget Monitoring 2017 / 18  Forward Work Programme	Monitoring: to provide Members with an update for the second quarter for 2017/18  Monthly Monitoring  Approval & Development	Sharon Carney / Andy Adams  Sara Dulson  Robert Robins
Late January	Budget Consultation Meeting	To review, scrutinise and comment on the Budget proposals	
Thursday 15 <sup>th</sup> February 2018 10.00 a.m.	Workforce Information Report – Quarter 3 2017/18  Revenue Budget Monitoring 2017 / 18  Forward Work Programme	Monitoring and an update for the third quarter for 2017/18.  Monthly Monitoring  Approval & Development	Sharon Carney / Andy Adams  Sara Dulson  Robert Robins

## Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2017/18

Thursday 15 <sup>th</sup> March 2018 10.00 a.m.	Quarter 3 Council Plan 2017/18 Monitoring Report  Revenue Budget Monitoring 2017 / 18  Forward Work Programme	That the Committee is invited to consider the Quarter 3 Council Plan Monitoring Reports, highlight and monitor poor performance and feedback details of any challenge to the Cabinet.  Monthly Monitoring  Approval & Development	Karen Armstrong  Sara Dulson  Robert Robins
Thursday 19 <sup>th</sup> April 2018 10.00 am	Revenue Budget Monitoring 2017 / 18  Forward work programme	Monthly Monitoring  Approval and development	Sara Dulson  Robert Robins

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The previous Corporate Resources O&SC had resolved at its January 2017 meeting to invite Ms Alwen Williams, the Wales director of BT to attend a meeting and provide an update on the provision of broadband in the County. Ms Williams had previously attended a meeting of the committee in April 2016.