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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, Andy Williams and Arnold Woolley

9 February 2018

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 15th February, 2018 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 - 8)

Purpose: To confirm as a correct record the minutes of the meeting on 18 January 2018.

4 DEVELOPMENT OF CAPITAL PROGRAMME 2018/19 - 20/21 (Pages 9 - 30)

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

Purpose: To present the Capital Programme for the period 2018/19 to 20/21.

5 **DIGITAL STRATEGY – DIGITAL CUSTOMER** (Pages 31 - 60)

Report of Chief Officer (Governance), Chief Officer (Community and Enterprise), Chief Officer (Organisational Change.) - Cabinet Member for Corporate Management and Assets

Purpose: To comment to the Committee on the proposed approach of implementing both the Digital Strategy and Customer Strategy through a priority and focus on improving services for 'Digital Customers' as outlined in this report.

To comment to the Committee on the proposed launch the Customer Account in March of this year enabling customers to use this service, and give initial feedback on the service so it can be developed over time.

6 **WORKFORCE INFORMATION REPORT – QUARTER 3 2017/18** (Pages 61 - 94)

Report of Senior Manager, Human Resources & Organisational Development - Cabinet Member for Corporate Management and Assets

Purpose: To consider the Workforce Information Report for Quarter 3 of 2017/18.

7 **REVENUE BUDGET MONITORING 2017/18 (MONTH 9) AND CAPITAL PROGRAMME MONITORING (MONTH 9)** (Pages 95 - 146)

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

Purpose: The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 9) and the Month 9 (end of December) capital programme information for 2017/18.

8 **FORWARD WORK PROGRAMME** (Pages 147 - 152)

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 **18 JANUARY 2018**

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, 18 January 2018

PRESENT: Councillor Clive Carver (Chairman)

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

APOLOGY: Councillor Mike Lowe

CONTRIBUTORS: Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets; Chief Executive; Senior Manager, Human Resources & Organisational Development; and Corporate Finance Manager

IN ATTENDANCE: Democratic Services Manager and Democratic Services Officer

58. DECLARATIONS OF INTEREST

None were received.

59. MINUTES

The minutes of the meetings held on 6 and 14 December 2017 were submitted.

Minutes of 6 December 2017

Minute number 2: Councillor Woolley referred to a number of typographical errors in need of amendment.

Councillor McGuill asked if the suggested Income Generation workshop had been followed up and was told that Members would be informed once arrangements had been made.

Minutes of 14 December 2017

Councillor Jones highlighted his concerns about the earmarked reserves where there was no movement to year end and said that further discussion was required on which amounts should be brought back into the budget. He reiterated his comments about treating revenue balances the same as capital before the end of the current budget process on which the Corporate Finance Manager agreed to provide details.

The Chief Executive referred to discussion on his and the Leader's absence from the meeting and explained that both had been attending meetings with Welsh Government Ministers.

RESOLVED:

That subject to the amendments on the minutes of 6 December 2017, both sets of minutes be approved as a correct record and signed by the Chairman.

60. ANNUAL REVIEW OF APPRAISALS

The Chief Executive and Senior Manager, Human Resources and Organisational Development presented a report showing a detailed analysis of completion levels of appraisals across all portfolios.

The importance of appraisals was recognised in improving performance and meeting corporate policy. It was acknowledged that eligible employees should be receiving appraisals that were meaningful and consistent. Following a review in which a number of exceptions had been agreed, a more challenging revised annual target of 100% completion of appraisals applied to eligible employees. A breakdown of progress with appraisals within each portfolio was shared, which estimated that 77% were due for completion by year end.

The Chief Executive expressed his disappointment at the inconsistent progress with the completion of appraisals across portfolios. He was keen that improvements would be made, and to that end, an annual report on appraisals would be produced in future. The downturn in the percentage of completed appraisals between November 2016 and December 2017 was partly due to continued significant change across the workforce including the impact of Alternative Delivery Model (ADM) transfers.

The Chairman commented on slippage in progress and officers confirmed that outstanding appraisals had been scheduled. On the breakdown of figures across services, it was noted that those captured for 'Organisational Change 2' reflected the low headcount in that portfolio.

Following a question by Councillor McGuill, the Senior Manager spoke about ICT solutions being explored to support an improved drive on recording performance and identifying trends.

Councillor Jones asked about comparison with other public bodies to establish links between employee performance recorded through the appraisal process and the payment of annual increments. It was agreed that officers would look into this and report back on whether this could be implemented in Flintshire.

The Senior Manager responded to comments by Councillor Johnson on the preparation time required by managers to undertake appraisals. In

response to further remarks, she agreed to provide further information on spans of control by managers.

Councillor Woolley stressed the importance of regular contact between managers and employees to promote a sense of belonging, particularly for those working remotely. The Chief Executive spoke about the responsibilities and expectations on line managers in managing performance of their teams. This view was echoed by Councillor Mullin.

Following remarks by Councillor Hughes on raising the profile of appraisals, the Chief Executive suggested that the Committee defer any decisions until the year end position was reported.

RESOLVED:

- (a) That the Committee notes the progress made against the target set for completion of appraisals for portfolios and the Council as a whole;
- (b) That the officers investigate whether any linkages are made between employee performance, recorded through the appraisal process and the payment of annual increments within grades in other Councils and in the Welsh Public Sector;
- (c) That officers consider whether the introduction of such a scheme is feasible in Flintshire and report back to a future meeting;
- (d) That the Senior Manager, Human Resources & Organisational Development provide the Committee with details of manager spans of employee control; and
- (e) That an interim report to give assurance on progress be made to the April or May meetings.

61. REVENUE BUDGET MONITORING 2017/18 (MONTH 8)

The Corporate Finance Manager presented the report on the revenue budget monitoring position for 2017/18 as at Month 8 for the Council Fund and Housing Revenue Account (HRA), prior to consideration by Cabinet.

On the Council Fund, the projected net in-year position (without mitigation to reduce cost pressures and improve the yield on efficiency planning) was that spend was forecast to be £0.846m higher than budget, reflecting a decrease of £0.416m from Month 7. The most significant projected variances were the underspend on the Council Tax Reduction Scheme (CTRS) where demand would continue to be monitored, and positive variance on the Council Tax collection fund due to the conclusion of the Single Person Discount review work. A significant increase was also reported in the underspend in Central & Corporate Finance, primarily due to a reduction in the in-year pension costs.

It was estimated that 94% of overall planned efficiencies would be achieved by year end. The potential impact of this on the 2018/19 budget was being closely monitored, along with a number of new risks emerging in-year such as possible use of reserves from the winter maintenance budget, dependent on weather conditions.

An update on reserves and balances showed £4.236m of contingency reserves projected by year end.

On the HRA, in-year expenditure was projected to be £0.035m lower than budget, with a closing balance of £1.081 of unearmarked reserves which was above the recommended minimum level.

Members asked that their thanks be expressed to the teams in Streetscene and Social Services for their work during the recent bad weather.

As discussed previously, the Corporate Finance Manager agreed to ensure that the red bracketed figure be reinstated for underspends in future budget monitoring reports. He also agreed to provide clarification on the Animal & Pest Control charges shown on Appendix 3 to the Cabinet report, as requested by Councillor Johnson.

Members raised concerns at the continuing overspend in Out of County Placements and asked that the matter be referred to the Social & Health Care Overview & Scrutiny Committee for consideration.

The Democratic Services Manager summarised the resolution, as agreed by Members, and would advise the Leader and statutory officers by email, with the Committee copied in.

RESOLVED:

That the Committee notes the Revenue Budget Monitoring 2017/18 Month 8 report and confirms on this occasion that the issues which it wishes to have brought to the Cabinet's attention are concerns at the overspend on Out of County placements, as referred to in paragraphs 1.05 and 1.06 of the Cabinet report.

62. FORWARD WORK PROGRAMME

In presenting the current Forward Work Programme for consideration, the Democratic Services Manager suggested that the item on the 'equitable spend' approach be deferred to either March or April, given the amount of preparation work required by the Finance team.

On the same issue, Councillor Heesom said that further discussion was needed to address inconsistency across areas of the county.

Following earlier discussion, an update on appraisals would be scheduled for April or May.

RESOLVED:

- (a) That the Forward Work Programme as submitted, be approved with amendments;
- A report on how to present the information (and frequency) of the 'equitable spend for towns' approach (as per the notice of Motion to Council in December 2017) to be moved to the March or April meeting from February;
 - That an Appraisals update report be made to the April or May meetings.
- (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.

63. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10am and ended at 11.35am)

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Chairman

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 15th February 2018
Report Subject	Development of 2018/19 – 2020/21 Capital Programme
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive, Chief Officer Organisational Change, and Corporate Finance Manager
Report Type	Strategic

EXECUTIVE SUMMARY

This report presents the developing Capital Programme for the period 2018/19 – 2020/21.

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

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

The Capital Strategy and Asset Management Plan will be updated later in the year to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted business models. The new Strategy will be more ambitious and will be an evidence base to support the leverage of national funds to meet Council priorities.

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

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

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

The information in this report refers to Council Fund (CF) schemes only, not the Housing Revenue Accounts which is reported separately on this agenda.

RECOMMENDATIONS

1	To consider and support the allocations and schemes in Table 4 (paragraph 1.06.1) for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2018/19 - 2020/21.
2	To consider and support the schemes included in Table 5 (paragraph 1.07.1) for the Investment section of the Council Fund Capital Programme 2018/19 - 2020/21.
3	To note that the shortfall in funding of schemes in 2019/20 and 2020/21 (paragraphs 1.08) at this point in the approval process is flexible. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or scheme phasing over several years will be considered during 2018/19, and included in future capital programme reports.
4	To note the further development and a refresh of a forward Capital Strategy and Asset Management Plan.
5	To consider the report and feedback any comments for Cabinet to consider before the final Capital Programme 2018/19 – 2020/21 report is considered by Council.

REPORT DETAILS

1.00	DEVELOPING THE CAPITAL PROGRAMME 2018/19 – 2020/21
1.01	The Council funded Capital Programme has limited resources to support Council priorities, needs and liabilities. The programme is only one part of the Council's contribution to investing in local infrastructure, facilities and assets. Regional programmes such as the Economic Growth Strategy

	<p>which draw on national funds, and separate capital programmes such as the HRA Capital Programme which includes the Welsh Housing Quality Standard (WHQS) and Social Housing and Regeneration Programme (SHARP), and the 21st Century Schools Programme, delivered in partnership between the Council and Welsh Government, supplement the Council funded capital programme.</p> <p>The Council funded programme primarily supports infrastructure assets and buildings (e.g. highways and schools) and investment in our new or re-adopted service models (e.g. leisure and social care). The proposed capital investments are aligned to the Portfolio service business plans and the Council Plan.</p>
1.02	<p>The Council's Capital Strategy and Asset Management Plan will be updated later in the year to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted service business models. The new Strategy will be ambitious and will be an evidence base to support the leverage of national funds to meet Council priorities. Longer-term planning will put the Council in a stronger position to attract national funds of differing types, from capital grant to borrowing approvals, to support its priorities in areas such as economic development infrastructure, transport, education, housing and new service models.</p>
1.03	<p>Changes to CIPFA's Codes of Practice - Prudential Code for Capital Finance in Local Authorities 2017 and Treasury Management Code 2017</p>
1.03.1	<p>CIPFA published new editions of the Prudential Code for Capital Finance and the Treasury Management in the Public Services: Code of Practice and Cross-sectoral Guidance in late December 2017 which complement each other.</p>
1.03.2	<p>The 2017 edition of the Prudential Code for Capital Finance has expanded objectives and includes a requirement for Councils to look at capital expenditure and investment plans in the light of overall organisational strategy and resources, and ensure that decisions are being made with sufficient regard to the long term financing implications and potential risks to the Council.</p> <p>The Code introduces the requirement for a Capital Strategy which sets out the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. Its intention is to give a high level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability, linking the Capital Strategy with the Treasury Management Strategy.</p>
1.03.3	<p>The Council considers that it prudently assesses the long-term context of capital expenditure and any non-treasury management investment decisions, and their associated risks and rewards on future financial sustainability. As stated in 1.03.2 the Council already has a Capital Strategy and Asset Management Plan in place. Nevertheless, the requirements of</p>

	<p>the changes of both Codes will need to be worked through as part of updating the Capital Strategy and Asset Management Plan with careful consideration to ensure compliance with the requirements of the Codes. Appropriate risk management frameworks and reporting mechanisms will also need to be further developed in consultation with Chief Officers and Members and will take some time. On this basis it anticipated that a refreshed Capital Strategy and Asset Management Plan will be presented to Members later in the financial year (2018/19).</p> <p>CIPFA have yet to publish the updated guidance notes to both Codes which will include examples and more detailed practical guidance. These guidance notes are needed to assist the Council in interpreting the practical implications of the updated Codes.</p> <p>Due to the timing of the publications, and the need to set the Capital Programme before the start of the financial year, it is appropriate to set the Programme for 2018/19 under the 2011 version of the Prudential Code.</p>
1.04	Capital Programme 2017/18 – 2019/20 Update
1.04.1	<p>The Council’s Capital Strategy and Asset Management Plan sets out the Capital Programme in three parts;</p> <ol style="list-style-type: none"> 1. Statutory / Regulatory section – allocations to cover regulatory and statutory works. Examples include; providing support to improve and adapt private sector homes (Disabled Facilities Grants), adaptations to schools for children with disabilities, any works required to keep buildings open by Health and Safety requirements etc. 2. Retained Assets section – to ensure service and business continuity. Allocations to fund schemes that maintain, enhance and improve retained assets and infrastructure to deliver services. Significant needs identified by service plans / condition surveys etc. 3. Investment section – to fund costs incurred when remodelling and investing in services. New schemes arising from Portfolio business plans, the Council Plan, other relevant and emerging plans, and other strategies or emerging Council priorities approved through a selection process based on the provision of a sound business case.
1.04.2	Table 1 below shows the schemes approved by Council in February 2017 for the 2017/18 – 2019/20 Capital Programme, along with any schemes added to the Programme during 2017/18 (funded by the Council’s own resources).

Table 1

APPROVED ALLOCATIONS 2017/18 - 2019/20				
	2017/18	2018/19	2019/20	Total
	£m	£m	£m	£m
Statutory / Regulatory Section				
DD Act - Individual pupils	0.250	0.250	0.250	0.750
Private sector renewals & improvements	1.496	1.496	1.496	4.488
School building works	0.100	0.100	0.100	0.300
Corporate property works	0.300	0.300	0.300	0.900
IT - Firewalls, protection from cyber attacks	0.070	0.000	0.000	0.070
Special inspections - Flintshire bridge	0.510	0.000	0.000	0.510
Total Statutory / Regulatory	2.726	2.146	2.146	7.018
Retained Assets Section				
School building works	1.000	1.000	1.000	3.000
Corporate property works	0.300	0.300	0.300	0.900
Highways asset management plan	0.600	0.600	0.600	1.800
Streetlighting Replacement*	2.779	0.000	0.000	2.779
IT - Network replacement	0.300	0.000	0.000	0.300
IT - Server replacement	0.200	0.000	0.000	0.200
IT - Replacement of equip. to 'back up' data	0.050	0.000	0.000	0.050
TC - Telephony / Box office upgrade	0.100	0.000	0.000	0.100
Playareas and synthetic sports pitches	0.487	0.200	0.200	0.887
Headroom	0.250	0.250	0.250	0.750
Total Retained Assets Section	6.066	2.350	2.350	10.766
Investment Section				
Community asset transfers	0.250	0.250	0.000	0.500
School extension and remodelling				
Castell Alun High School - Hope	0.000	0.600	4.000	4.600
Glan Aber Primary - Bagillt	0.073	0.683	0.241	0.997
Property works at leisure centres / libraries**	2.418	0.000	0.000	2.418
LD Day services facility	2.045	1.955	0.000	4.000
Extension and remodelling of Arosfa	0.100	0.000	0.000	0.100
Household recycling centres	1.000	0.000	0.000	1.000
Total Investment Section	5.886	3.488	4.241	13.615
Total Capital Programme	14.678	7.984	8.737	31.399
* Added to the programme in Month 4 and Month 6 monitoring reports				
** £1.964m added to the programme in Month 4 monitoring reports				

1.04.3

Table 2 below shows how the schemes approved by Council in February 2017 for the 2017/18 – 2019/20 Capital Programme are being funded.

Table 2

ESTIMATED FUNDING 2017/18 - 2019/20				
	2017/18 £m	2018/19 £m	2019/20 £m	Total £m
Funding				
Un-hypothecated Supported Borrowing (USB)	4.124	4.124	4.124	12.372
General Capital Grant (GCG)	2.510	2.510	2.510	7.530
Capital Receipts Available (As at Month 6 2016/17)	3.567	0.000	0.000	3.567
Prudential Borrowing*	4.743	0.000	0.000	4.743
Total Funding	14.944	6.634	6.634	28.212
Total Capital Programme 2017/18 - 2019/20	14.678	7.984	8.737	31.399
Surplus / (Shortfall)	0.266	(1.350)	(2.103)	(3.187)
* Revenue costs funded by energy efficiencies and reducing funding awarded to Aura				
1.04.4	<p>Tables 1 and 2 show that when the Capital Programme 2017/18 – 2019/20 was set, in February 2017, there was an overall shortfall in funding of £3.187m, though 2017/18 schemes were fully funded. The shortfall in funding of schemes in 2018/19 and 2019/20 at that point in the approval process was kept flexible and this was explained in the report to Council at that time. Options included a combination of future capital receipts, alternative grants, prudential borrowing or scheme phasing over several years which would be considered during 2017/18.</p> <p>Progress on addressing the shortfall has been reported regularly to Cabinet and Corporate Resources Overview and Scrutiny Committee (CROSC) during 2017/18. It is important to note that capital receipts forecast to be received during the remainder of 2016/17 and in 2017/18 have now been received. This means that the programme approved for 2017/18 – 2019/20 as set out in Table 1 is now fully funded, and a small surplus is available of £0.201m. Please see Month 9 Capital Monitoring report for further information, which is also included within this agenda.</p>			
1.05	Projected Funding Available 2018/19 - 2020/21			
1.05.1	Table 3 below shows the general capital funding currently projected to be available to fund the capital programme over the next 3 years (2018/19 – 2020/21).			

Table 3

ESTIMATED AVAILABLE FUNDING 2018/19 - 2020/21				
	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
Funding (Excluding Specific Funding)				
Un-hypothecated Supported Borrowing (USB) ¹	4.051	4.051	4.051	12.153
General Capital Grant (GCG) ¹	2.465	2.465	2.465	7.395
Capital Receipts Available (As at Month 9 2017/18)	3.624	0.000	0.000	3.624
Total	10.140	6.516	6.516	23.172

1 As per 18/19 Final Settlement.

1.05.2 Table 3 above assumes that the Un-hypothecated Supported Borrowing allocation and the General Capital Grant received from Welsh Government (WG) in the years 2019/20 and 2020/21 remains the same as the information provided in the 2018/19 final Financial Settlement for Welsh local government.

Compared with 2017/18 final Financial Settlement the Un-hypothecated Supported Borrowing allocation has reduced by £0.073m and General Capital Grant by £0.045m, a total reduction of £0.118m.

1.05.3 The only capital receipts included in the total funding available in Table 3 are those that have been received to date. That is prior year's receipts, and 2017/18 receipts (to date, as at the month 9 capital monitoring report 2017/18) which are unspent to date.

The current projection is for a further £0.772m of capital receipts to be received by the end of 2017/18. This only includes sales that are actively progressing to legal completion and are rated as a low risk of not being achieved. A further £0.600m of capital receipts is anticipated by the end of the financial year, but there is more risk relating to these due to their size and complexity as such they may not be achieved in the current financial year but are likely to be achieved in financial year 2018/19.

Future capital receipts over the period 2018/19 onwards are estimated to be in the region of £7.000m.

1.05.4 The Council has developed a prudent policy of only allocating capital receipts to fund capital projects when receipts are actually received; rather than when we anticipate the receipt to be received, and this position continues to be the case.

All of the schemes proposed for inclusion within the Capital Programme in sections 1.06, 1.07 and 1.09 below invest in assets and / or reconfigure models of service provision. They are pivotal to support the delivery of the Council's strategic priorities outlined in portfolio business plans and the Council Plan.

The majority of the programme can be funded from capital receipts and WG funding allocations, although there is an overall shortfall in funding which

	could require funding by borrowing which has revenue implications. Schemes have therefore been phased over the 3 year period to ensure 2018/19 financial year is fully funded. The shortfall in funding in the later years will need to be met through a combination of future capital receipts, alternative grants (if available), prudential borrowing or further scheme phasing over several years.																																																																																																				
1.05.5	The figures in Table 3 relate to the Council Fund only with the HRA Capital Programme being reported separately on this agenda.																																																																																																				
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1.06.3	<p>Equalities Act – Individual pupils</p> <p>An annual allocation to adapt and modify schools for children who have disabilities to support and create increasingly inclusive school environments. No change proposed for 2018/19 onwards.</p>																																																																																																				

1.06.4	<p>Disabled Facilities Grants</p> <p>The annual allocations to improve and adapt private sector homes called private sector renewals and improvements in Table 1 has been renamed to better reflect what the funding will now be used for:</p> <ul style="list-style-type: none"> • Disabled Facilities Grants – adaptations enabling residents to continue to live independently in their own homes • Partnership working with Care and Repair to support vulnerable residents <p>The funding allocations have been increased to reflect increasing demand for the statutory service and the increase in complexity of cases and costs. The service highlight that the annual allocation is under significant pressure and there is a risk that the allocations won't be sufficient to meet the demands for a statutory service.</p>
1.06.5	<p>School building work</p> <p>An annual allocation to fund the most urgent property works required at schools split across the regulatory / statutory and retained assets sections of the capital programme.</p> <p>Within the retained assets section £0.100m is allocated for a programme of toilet upgrades in both primary and secondary schools to ensure compliance with Education (School Premises) Regulations 1999 and Department for Education and Skills document "Toilets in Schools". There is currently a backlog of such works estimated to be in the region of £1.5m which is often reflected as a Health and Safety issue in Estyn inspections of schools.</p> <p>The retained assets section has been increased by £0.400m from 2018/19 onwards to introduce:</p> <ul style="list-style-type: none"> • Works to upgrade ventilation systems at school kitchens which are failing building regulations and gas safety legislation and are at risk of closure. £0.200m per annum. • Fire Inspection Works at schools which are the responsibility of the Local Authority and have been identified during statutory fire risk assessments. £0.200m per annum.
1.06.6	<p>Corporate property works</p> <p>An annual allocation to fund the most urgent property works required at non-school premises split across the regulatory / statutory and retained assets sections of the capital programme. No change proposed for 2018/19 onwards.</p>
1.06.7	<p>Highways Asset Management Plan (HAMP)</p> <p>An annual allocation of £0.600m to fund the HAMP which includes resurfacing of the classified highway network, replacement programme for street lighting columns and structural maintenance.</p> <p>Whilst the Council has a statutory duty to maintain the Highways Network in</p>

	<p>a safe condition for travel, how the Council does this is not defined. Welsh Government (WG) set targets for road condition indices, and at present Flintshire is performing better than the target set as a result of significant additional investment from WG in recent years.</p> <p>Maintaining the current position would require annual investment of circa £2.7m, which in the current climate is unaffordable. The service highlight that there are a number of roads in need of urgent works and that the annual allocation is under significant pressure.</p> <p>In January 2018 the WG announced funding of £30m for capital investment in local authority roads refurbishment scheme. The Council's share of the funding is £1.427m which must be utilised in 2017/18. The Council is able to use the grant to displace expenditure incurred during 2017/18 funded from its own resources which can then be carried forward into 2018/19 to fund additional road refurbishment. This will mean that the Council will have a total of £2.027m to spend on its highway infrastructure in 2018/19.</p>
1.06.8	<p>Play areas and Synthetic sports pitches</p> <p>An annual allocation of £0.200m to fund the most urgent requirements to replace play equipment that has reached the end of its useful life at play areas, as well as upgrades to play areas.</p> <p>Condition surveys are undertaken of all synthetic sports pitches. Pitches at Flint High School and Elfed High School, Buckley will require resurfacing in 2018/19 and 2020/21 respectively.</p>
1.06.9	<p>IT Infrastructure</p> <p>Various schemes required to maintain service and business continuity;</p> <ul style="list-style-type: none"> • ICT Cyber Security. Replacement of equipment including Firewalls and e-mail scanning technology which protect the Council's IT systems from Cyber Attack and allow the Council to maintain its public sector network accreditation (a requirement for interaction with the Department of Work and Pensions for Housing Benefit.) 3 year asset life. • ICT Replace outdated equipment at datacentres. Replacement of equipment including High Volume Air Conditioning units, batteries that ensure the power supply to data centres is not interrupted, equipment that monitors the conditions in the datacentres and alerts if there are issues and networking equipment to the datacentres. • ICT Storage Technologies. Increase storage capacity to cope with increasing demand of the organisation, whilst also investing in complimentary technologies to SharePoint software to ensure data is stored in the most efficient way and is compliant with General Data Protection Regulation. • ICT Replace Server Technologies. Replacement of server infrastructure to support Citrix applications, SQL databases and

Exchange and Skype systems. Business case explains the risks of not replacing as a degradation of service; key business systems operating slowly or even failing to run completely. 5 year asset life.

1.06.10 **'Headroom'**

'Headroom' has been built in to the capital programme to enable the programme to be more flexible such that funding can be allocated to small schemes as they present in year either as a result of opportunities or unforeseen circumstances (£0.250m per annum). An example would be the need to complete further highways works as a result of an exceptionally severe winter over and above any planned works funded from the annual allocation.

Investment Section of the Capital Programme 2018/19 – 2020/21

1.07.1 Table 5 shows the proposed schemes for the period 2018/19 - 2020/21 for the Investment section of the Capital Programme.

Table 5

PROPOSED INVESTMENT SCHEMES 2018/19 - 2020/21				
	2018/19 £m	2019/20 £m	2020/21 £m	Total £m
Investment Section				
<u>Previously Approved</u>				
Community asset transfers	0.000	0.000	0.000	0.000
School extension and remodelling				
Castell Alun High School - Hope	0.600	4.000	0.207	4.807
Glan Aber Primary - Bagillt	0.683	0.241	0.000	0.924
LD Day services facility	1.955	0.000	0.000	1.955
	3.238	4.241	0.207	7.686
<u>New Schemes for Approval</u>				
North Wales Residual Waste Treatment Partnership	0.500	0.000	0.000	0.500
Marleyfield Residential Home - Buckley	0.000	1.001	1.381	2.382
Office Rationalisation - County Hall Demolition/Relocation to Ewloe	0.000	1.900	0.000	1.900
Theatr Clwyd Redevelopment	0.330	0.500	0.500	1.330
	0.830	3.401	1.881	6.112
Total Investment Section	4.068	7.642	2.088	13.798

1.07.2 Schemes within Table 5 are explained in more detail below at paragraphs 1.07.3 to 1.07.10

1.07.3 **Community Asset Transfers**

	<p>Capital funding has previously been granted to community groups to 'pump prime' Community Asset Transfers (CATs) with £1.250m of funding having been earmarked to date. No further funding is needed in 2018/19 to continue with the project.</p>
1.07.4	<p>Castell Alun High School</p> <p>To bring the school building up to current day standards providing facilities that are fit for purpose and suitable for delivering the future curriculum. The school will be extended with the provision of a new two storey Art and Design Technology block and remodelled in other areas. This will remove the need for mobile classrooms currently on site but which are nearing the end of their economic working life (and will need replacing). The scheme starts in 2018/19 financial year, taking place over 3 financial years.</p>
1.07.5	<p>Glan Aber Primary School, Bagillt</p> <p>The school building currently has a number of issues including; classrooms which do not meet minimum size requirements for classes of 30 pupil places such that classes are being taught in the hall, resulting in the school being unable to deliver aspects of the PE curriculum. The proposed scheme will convert the existing hall to provide two suitable teaching spaces, with circulation, and the construction of a new hall at the appropriate size for the number of pupils on roll together with minor extensions to three classrooms to provide appropriate size and shape, more suitable for curriculum delivery.</p> <p>The scheme will take place over four financial years and started in 2017/18 financial year.</p>
1.07.6	<p>Learning Disability Day Services Facility</p> <p>The scheme involves a replacement day care facility with an option to include other community based facilities. The current building (Glanrafon) is not capable of supporting an efficient service and has reached the end of its useful life. A replacement facility is needed to transform the way the service is delivered.</p> <p>The scheme will take place over more than a single financial year and design detailed development commenced in 2017/18, with on-site start commencing in 2018/19.</p>
1.07.7	<p>North Wales Residual Waste Treatment Project</p> <p>As part of the Inter Authority Agreement all partners in the North Wales Residual Waste Treatment Project agreed to contribute to building waste transfer stations at Denbighshire and Conwy. The amount is capped at a maximum of £0.500m per Council and has been included in 2018/19, however, this could be less. The amount and timing are still to be confirmed.</p>

1.07.8

Extension to Residential Care Home, Marleyfield – Buckley

A comprehensive review of the residential care market in Flintshire was carried out in 2016 which included involvement from the Older People's Commissioner for Wales, Care and Social Services Inspectorate Wales, Welsh Government, Care Forum Wales and Betsi Cadwaladr University Health Board (BCUHB). The report concluded that the market is fragile with limited resources to mitigate the impacts of closures of any sort and that the demand for the number of places was forecast to grow significantly by 2020.

Whilst a significant level of support and activity is ongoing to strengthen the independent sector, there is evidence to suggest a strengthened model of social provision is required in order to stabilise and strengthen the overall provision of care to meet rising demand.

An option appraisal was undertaken on the Council's 3 residential care homes to see how forecast demand could be met. Marleyfield House in Buckley was the most viable option for an extension where an additional 32 beds can be accommodated to bring total provision up to 64 beds.

There are many interdependencies across health and social care and solutions to meet increasing demand require an integrated approach. It is proposed therefore to develop the new facility at Marleyfield House through a pooled budget arrangement with BCUHB to provide additional services, beds and multi-disciplinary support in a community setting. Allowing for provision of permanent residential beds, as well as beds which prevent hospital admissions, beds which assist in speeding up hospital discharges and beds that allow appropriate assessment to reduce care packages to implemented to support people in the long term.

The associated capital and revenue costs are outlined in the table below along with indicative (though not confirmed) funding from WG and BCUHB:

Estimates	Capital £m	Recurring Revenue £m
Costs	3.591	0.673
Income - WG ICF Grant	(1.209)	(0.373)
Income - Health	0	(0.150)
Net Costs	2.382	0.150

Please note the revenue pressure that will be created as a result in the year that the facility becomes operational. This pressure would have occurred in any case as demand grows and residential beds from the private sector would need to be paid for.

The scheme will take place over more than a single financial year and has been phased to start in 2019/20 due to affordability of the overall programme. The Council would need to agree with WG that grant funding could be used flexibly rather than in a specific year.

1.07.9

Office Rationalisation – County Hall partial demolition and relocation

to Unity House , Ewloe

The Councils office accommodation is now based over two sites, Flint and County Hall, Mold. The current accommodation within the Mold campus office block is inefficient and two out of the four accommodation blocks are empty with staff consolidating into phases one and two. The building still has a business rate charge, even though empty and other sundry running costs.

The first phase of the proposal would see a large number of office staff relocating from County Hall to Unity House (a smaller more efficient building in Ewloe) and the demolition of the empty accommodation at County Hall. There are other strategic drivers flowing from this project relating to staff cultural change, new ways of working and significantly improved working environments.

Demolition costs of phases 3 and 4 and the relocation and refurbishment costs of Unity House total £1.9m, though there is potential for some funding to be available to reduce the capital costs from the previous tenant of the building. This stage one rationalisation work will initially generate annual revenue savings of £0.090m.

There is a second stage proposal currently under early development which would see a masterplan being developed for the whole of the Mold County Hall campus.

1.07.10 Theatr Clwyd Redevelopment

The Theatr Clwyd building is nearing the end of its life and needs updating to ensure it is safe for public and employment use. Recently with funding from the Arts Council of Wales the theatre has recently completed a feasibility study into the potential for future capital development.

The outcome of the feasibility study indicated that the main two theatres work extremely well and are the right size for audiences however the infrastructure supporting the building is in need of replacement and without this the theatre is not sustainable.

The associated capital and revenue costs are outlined in the table below along with requests for funding from WG and Arts Council of Wales (which have not been confirmed):

Estimates	Capital Dev. £m	Design £m	Capital Build £m	Revenue £m
Costs		1.330	30.000	(0.101)
Income - WG		0	(22.000)	0
Income – Arts Council Wales		(1.000)	(5.000)	0
Income – Locally Raised		0	(2.000)	0
Net Costs to Council		0.330	1.000	(0.101)

Detailed design and development works would need to take place which would build on and develop further the feasibility study. A decision by all partners would then need to be taken to proceed with the project. Should the project not go ahead then the Council's share of the design development above at £0.330m cannot be capitalised and would be a charge to the Council's revenue account.

Summary (Generally funded) Capital Programme 2018/19 – 2020/21

1.08.1 Table 6 below summarises the Capital Programme and available funding:

Table 6

SUMMARY (GENERALLY FUNDED) CAPITAL PROGRAMME 2018/19 - 2020/21				
	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
Statutory / Regulatory Section	2.450	2.350	2.350	7.150
Retained Assets Section	3.288	3.175	3.977	10.440
Investment Section	4.068	7.642	2.088	13.798
Total (All Sections)	9.806	13.167	8.415	31.388
Estimated available general funding*	10.140	6.516	6.516	23.172
Surplus / (Shortfall)	0.334	(6.651)	(1.899)	(8.216)

* As per 18/19 Final Settlement.

1.08.2 Table 6 shows that there is an overall shortfall in projected funding of £8.216m.

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

That said, there is also potential for capital receipts to be generated during the remainder of 2017/18 - with a current projection for a further £0.772m (low risk) rating to be received by the end of 2017/18, and, a further £0.600m with a moderate risk of slipping into 2018/19 as detailed in paragraph 1.05.03 above.

Furthermore from 2018/19 onwards an estimate in the region of £7m of receipts is forecast.

A total of £8.372m, a sum which is in excess of the projected £8.216m shortfall.

1.08.3	<p>The Council has developed a prudent policy of only allocating capital receipts to fund capital projects only when receipts are actually received; rather than when we anticipate the receipt to be received, and this position continues to be the case.</p> <p>All of the schemes proposed for inclusion within the Capital Programme invest in assets and / or reconfigure models of service provision. They are pivotal to support the delivery of the Council's strategic priorities outlined in portfolio business plans and the Council Plan.</p>
1.08.4	<p>The Capital Programme 2018/19 – 2020/21 has been constructed carefully with schemes phased over the 3 year period to ensure that 2018/19 financial year is fully funded and mitigating operational risks to delivering services. This then enables time to consider the shortfall in funding in the later years which will need to be met through a combination of future capital receipts, alternative grants (if available), prudential borrowing or further scheme phasing over several years.</p>
1.08.5	<p>Investment programme schemes such as the extension to the residential care home, the office rationalisation and the redevelopment of the theatre costing £5.3m in total have been held back until financial year 2019/20. During 2018/19 the funding position can be re-assessed as the capital receipts needed to fund the schemes are likely to have been realised. In the event that capital receipts were not available, the schemes could be delayed until capital receipts are made available. Similarly, should the capital receipts be realised earlier the schemes could be brought forward and start earlier.</p> <p>Further, between the design phase and the construction phase of the larger schemes there will be an opportunity to 'pause and review' such schemes to consider, amongst other things, the funding available before construction commences.</p>
	<p>Future Capital Schemes</p>
1.09.1	<p>As stated in paragraph 1.02 the Council's Capital Strategy and Asset Management Plan is being refreshed to support the current and emerging longer term Council priorities and to meet the investment needs of our new or readopted service business models. Schemes under development that will feature in future Capital Programmes are noted in 1.09.2 to 1.09.5 below.</p>
1.09.2	<p>21st Century School Building Programme Band B</p> <p>The Council's Strategic Outline Programme (SOP) of £85m was submitted to WG at the end of July 2017 in accordance with their timetable. This is essentially the Council's 'statement of intent' for the Band B investment programme. Welsh Ministers have recently announced the programme nationally and WG have written to confirm approval in principle of the Council's SOP and funding envelope for the programme subject to the onward business case submission. The programme runs from 2019 – 2024.</p> <p>For further information please see the report 'WG 21st Century Schools Programme and Education Programme Band B' to Cabinet on 23rd January</p>

	2018 on the Council's website.
1.09.3	<p>Growth Deal Bid</p> <p>The <i>Growth Vision for the Economy of North Wales</i> was adopted by partner organisations across the region in 2016. This has led to the development of a Growth Deal Bid which was submitted to both the UK and Welsh Governments at the end of November 2017.</p> <p>The bid builds on the earlier Growth Vision and describes a Smart, Resilient and Connected North Wales where economic growth is powered by innovation in high value economic sectors. The bid aims to improve the competitiveness of the region, to increase the Gross Value Added (GVA) of the regional economy, to reduce the gap between the GVA of the region and the United Kingdom average, and to grow business to both create new jobs and protect existing jobs.</p> <p>A Growth Bid is a formal proposal for Government investment and the conferment of devolved powers. Bidding regions are required to have a legal, resilient and accountable governance model for the planning and implementation of their strategy. Regions are expected to be prepared to invest in their own strategies, alongside Government(s), in capital allocations, sharing in capital borrowing, the use of land and assets, and in resourcing professional and project capacity. They are also expected to seek private sector support for their proposals, enabling and leveraging private sector investment as part of the Bid package. Each bid has negotiated objectives and targets.</p> <p>For further information please see the progress report 'North Wales Economic Growth Deal Bid' to Cabinet on 19th December 2017 on the Council's website.</p>
1.09.4	<p>Digital Strategy</p> <p>Cabinet in February 2018 are considering a proposal to agree the Digital Customer plan for implementing key elements of the Digital Strategy. This includes an initial proposal to allocate £0.550m revenue over 3 years to support resources that will enable the development of the website and new digital products that will make customer interaction with the Council easier, and therefore increase digital interactions and reduce telephone and face to face interactions. A key part of this work will be to develop longer term plans to ensure that our approach to digital services are resilient for the future and will meet changing customer needs, and therefore will result in further reductions in overall customer contact. These longer term plans will include consideration of digital capital requirements that can be considered in future reviews of the capital programme from 2019/20 onwards.</p>
	Specific Grants and Borrowing
1.10.1	In addition to those schemes funded from general resources, as summarised in Table 6 above, there are also schemes funded from specific grants and unsupported (prudential) borrowing. A summary of known funding and borrowing commitments already approved is shown in Table 7.

Table 7

ESTIMATED AVAILABLE SPECIFIC FUNDING 2017/18 - 2019/20				
	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
Specific Funding				
Specific Capital Grants	6.388	0.492	0.000	6.880
Unsupported (Prudential) Borrowing	7.579	0.000	0.000	7.579
Total	13.967	0.492	0.000	14.459

1.10.2 At the time of setting the budget the details of many capital grants have not been released by WG and so are not included in the Table 7 above. As details become available they will be reported to Members via the quarterly 2018/19 Capital Programme monitoring reports.

1.10.3 Details of the schemes funded by the above are shown in Table 8 below.

Table 8

SPECIFICALLY FUNDED SCHEMES 2018/19 - 2020/21				
	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
Specifically Funded Schemes				
21st Century Schools - Band A	13.967	0.492	0.000	14.459
SHARP - Loans to NEW Homes for Affordable Homes	0.000	0.000	0.000	0.000
Total	13.967	0.492	0.000	14.459

NEW Homes are currently developing schemes for building affordable homes which will be brought to Cabinet for approval during 2018/19.

Summary Total Council Fund Capital Programme 2018/19 - 2020/21

1.10.4 Table 9 summarises the total proposals for the 2018/19 - 2020/21 Capital Programme.

Table 9

SUMMARY CAPITAL PROGRAMME 2018/19 - 2020/21				
	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
Expenditure				
Statutory / Regulatory Section	2.450	2.350	2.350	7.150
Retained Assets Section	3.288	3.175	3.977	10.440
Investment Section	4.068	7.642	2.088	13.798
Specific Section	13.967	0.492	0.000	14.459
Total Programme (All Sections)	23.773	13.659	8.415	45.847
Funding				
General Funding*	10.140	6.516	6.516	23.172
Grant Funding	6.388	0.492	0.000	6.880
Unsupported (Prudential) Borrowing	7.579	0.000	0.000	7.579
Total Projected Funding	24.107	7.008	6.516	37.631
Surplus / (Shortfall)	0.334	(6.651)	(1.899)	(8.216)
* As per 18/19 Final Settlement.				

2.00	RESOURCE IMPLICATIONS
2.01	Financial consequences for capital resources are as set out within the report.
2.02	As previously stated there are revenue consequences of borrowing in interest costs and revenue provision for debt repayment. The costs of supported borrowing and prudential borrowing for the 21 st century schools programme has been built into the Medium Term Financial Plan (MTFP).
2.03	In the event that the Council needs to prudentially borrow to fund the investment section of the capital programme as outlined in paragraphs 1.08.2 to 1.08.5 the estimated revenue costs of borrowing are outlined in Table 10 below. This assumes that the borrowing is associated with the schemes which have a long estimated useful life over which to spread the debt financing charges, ranging from 25 to 50 years for different assets. The costs are not included within the MTFP at present:

Table 10

ESTIMATED DEBT FINANCING COSTS				
	Expd	Interest	MRP	Total
	£m	From year of expd	Year after operational	Annual
Capital Expenditure Incurred	£m	£m	£m	£m
Assuming a 25 year life	8.216	0.218	0.329	0.546
Assuming a 50 year life	8.216	0.218	0.164	0.382

3.00 CONSULTATIONS REQUIRED / CARRIED OUT

3.01 Any comments from Corporate Resources Overview and Scrutiny Committee on the proposed Capital Programme will be referred back to the February 2018 meeting of the Cabinet for consideration before the final Capital Programme for 2018/19 – 2020/21 is considered and approved by County Council in February 2018.

4.00 RISK MANAGEMENT

4.01 Any decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. When the Council sets its Capital Programme a separate report to assessing the affordability, prudence and sustainability of the capital plans called the Prudential Indicator report is produced.

5.00 APPENDICES

5.01 None

6.00 LIST OF ACCESSIBLE BACKGROUND DOCUMENTS

6.01 Business Case forms completed by Portfolios

Contact Officer: Liz Thomas, Finance Manager – Technical Accounting
Telephone: 01352 702289
E-mail: liz.thomas@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs</p> <p>Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset</p> <p>Capital Programme - The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority's objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the Asset Management Plan (AMP) to form a single document</p> <p>Council Fund - The fund to which all the Council's revenue and capital expenditure is charged</p> <p>Disposal - The decommissioning or transfer of an asset to another party</p> <p>Prudential Indicators - Required by the Prudential Code, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment</p> <p>Unsupported Prudential Borrowing - Borrowing administered under the Prudential Code, whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.</p>

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 15th February 2018
Report Subject	Digital Strategy – Digital Customer
Portfolio Holder	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer Community and Enterprise Chief Officer Governance Chief Officers Organisational Change
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council has previously agreed a strategic approach to developing Customer Services and enhancing our use of Digital Technology. This report proposes an approach to deliver these strategies that focuses on enabling customers to contact us and use our services, where appropriate, through the use of digital technology.

To achieve this it requires:

- our contact with customers to be capable of being carried out digitally;
- our services for customers and information for the general public to be presented in a clear and accessible manner;
- the information we hold on customers across a range of services to be linked together so that both the customer and customer support staff can access this information.

Specific examples of how this would work are provided in this report including:

- a. a Customer Account and
- b. a Payment Portal, which will enable customers to buy a range of services from the Council on line and from one point of access; and
- c. configuring back office systems so that they interface directly with the Council's website.

The clear benefits of this approach are that those users who find it easier to access the Council digitally will be able to do so, and that those users who need telephone contact or face to face contact to resolve more complex enquiries, will have more support from customer service staff who might otherwise be handling queries that could be resolved through digital access.

Over time this approach will result in efficiencies that will support delivery of the Council's financial strategy. However the overall approach is about modernising and improving the Council's delivery of customer services by making the best and most appropriate use of digital technology.

An initial investment of £0.550m is proposed to support the improvement digital content and to ensure our back office IT systems can present information in the way this approach requires. This is on the basis that as a minimum this amount will be paid back through future efficiencies.

RECOMMENDATIONS

1	To comment to the Committee on the proposed approach of implementing both the Digital Strategy and Customer Strategy through a priority and focus on improving services for 'Digital Customers' as outlined in this report.
2	To comment to the Committee on the proposed launch of the Customer Account in March of this year enabling customers to use this service, and give initial feedback on the service so it can be developed over time.

REPORT DETAILS

1.00	BACKGROUND INFORMATION
1.01	The Council's digital and customer strategies are already closely aligned and can be brought closer together thereby improving services for customers who want to, and are capable of, accessing the Council through the use of digital technology. More detail about this approach is provided in the slides detailed at Appendix A and is termed for this report 'Digital Customer'.
1.02	<p>The Council has already made good progress in using information and digital technology to enable officers to deliver services. As shown diagrammatically in Appendix A to take forward Digital Customer the Council now needs to link those back office systems (e.g. revenues and benefits) with front office interactions i.e. the customer (e.g. contact centre, website).</p> <p>Practical examples of this approach are:</p> <ol style="list-style-type: none"> the Streetscene system, Mayrise, will currently accept reports of broken streetlights directly from the website or Flintshire App. Those reports are automatically transmitted to work schedules on PDA's used employees. A similar arrangement could be put in place for pot holes or for reporting repairs in Housing a Customer Account (developed in house) to be launched in March 2018 will be the link between back and front office. Customers will be able to track all of their interactions with the Council as well as accessing key information such as councillor details or collections days. Officers will be able to access the account in order to answer queries etc. The range of services for which it is possible to make on line payments could be increased along with the "look and feel" of the payment portal The Council has multiple contact centres that lack resilience. By amalgamating these centres and skilling the employees to handle multiple disciplines their resilience and capacity will increase
1.03	A key to then encouraging customers to access information and services digitally will be improving the content and presentation of information on our website. By enhancing the information available and the ease of navigation, customers will be

	able to solve queries and carry out financial transactions to purchase services e.g. Council tax payment, Housing rents via self-service rather than needing to ring officers. This will increase access and convenience. During office hours the website will also be supported by online chat facilities so that anyone encountering problems can “speak” directly to someone in customer services.
1.04	<p>As part of Appendix A the tables on slides 13-17 and 19-21 (Annexe 1) provide an outline action plan for developing key parts of this approach including: Contact Centre; Flintshire Connects; Flintshire Website; Customer Portal; Flintshire App; the integration of back office IT systems to achieve this approach.</p> <p>Each of these actions are broken down into three stages of delivery:</p> <ol style="list-style-type: none"> i. Firstly in principle decisions that are covered in this report and enable delivery to start; ii. Secondly delivery of this model including key service improvements; iii. Finally the more complex and sensitive changes that are required in services such as social care and children’s services where due to the nature of the services the scope of what can be achieved needs more careful planning with an aim to implement this work from 2019 onwards. <p>If approved this action plan will be developed further over the next three months to be specific with in stage timings and who is leading each action.</p>
1.05	There are many benefits to this approach that including an improved customer experience, better and targeted service for vulnerable customers, reduced telephone and face to face contact where it is not needed, and the delivery of efficiencies through savings associated with Contact Centres, Connects and back office processing.
1.06	<p>The outline action plan will also need further development including further work to encompass the themes within the Digital Strategy that do not relate directly to Digital Customer such as Digital Business and Community. These themes detail the council’s aspirations on such issues as:</p> <ul style="list-style-type: none"> • Ensuring that the best possible digital infrastructure and services are made available to Flintshire’s businesses and communities; • Supporting business growth in Flintshire regardless of location; • Providing all schools with an effective digital infrastructure to support their delivery of core education services; • Providing a platform for the delivery of the Digital Competency Framework to ensure all learners develop the appropriate skills to engage in the digital world.
1.07	To enable delivery of this approach and completion of the action plan specific investment is needed. This is detailed in the Resourcing slide in Appendix A. It includes programme management, support to improve web content, and software licensing, and IT integration costs, over a three year period estimated at £0.550m.
1.08	From best practice elsewhere it is clear that successful delivery of this approach enables efficiencies to be delivered in customer service provision. The table in Appendix B identifies examples of best practice, which authorities have carried out this approach, and which best practice areas we are proposing to implement will potentially deliver efficiencies.

1.09	As with the procurement strategy, regular performance management and progress reports will be brought back to Cabinet, Scrutiny, and the Chief Officer Team.
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4.00	RESOURCE IMPLICATIONS
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4.01	<p>Financial Implications</p> <p>A one off investment of £0.550m is proposed to deliver this approach funded from a review of reserves.</p> <p>An efficiency tracker will ensure that this level of investment is paid back through future savings.</p>
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4.02	<p>Human Resource Implications</p> <p>The appointment of a Programme Manager linked to implementation of Community Resilience work and a Digital Officer post to improve web content and business processing both on 3 year fixed term contracts. The costs associated with these posts are subject to final confirmation of job size and grading. At the end of these fixed term appointments there may be a small cost associated with redundancy.</p> <p>A review of the work of the customer service team to incorporate the development and delivery of web content and business processing.</p>
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5.00	CONSULTATIONS REQUIRED / CARRIED OUT
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5.01	Engagement with service managers and leads in these work areas.
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6.00	RISK MANAGEMENT
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6.01	<p>Key Risks and Mitigation are:</p> <ol style="list-style-type: none"> 1. Lack of resource to deliver this change – the investment resource will enable the time to be dedicated to this work that is required to make the changes outlined. 2. The Digital interfaces with the customer do not work for the customer – time will be provided to launching and testing the approaches so customers can feedback and the products can be further adapted and developed e.g. Customer Account / Portal. 3. Proposed Efficiencies are unable to be delivered – the examples of best practice provide assurance of the areas these will come from, an efficiency tracker will be developed and progress against this will be regularly reported to Cabinet and Scrutiny.
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7.00	APPENDICES
7.01	Appendix A – Digital Customer Presentation Slides Appendix B – Examples of Best Practice and Potential Areas of Efficiency

8.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
8.01	Digital Flintshire Customer Strategy Digital Strategy Action Tracker List of digital projects already delivered Contact Officers: Gareth Owens Telephone: 01352 702411 E-mail: gareth.owens@flintshire.gov.uk

9.00	GLOSSARY OF TERMS
9.01	Customer Portal / Account - Customer information that can be proved on line to the customer and customer services staff.
9.02	Business Processes – Changes to process that will ensure once a customer service request is received digitally this can be responded to quickly and simply with a digital response.

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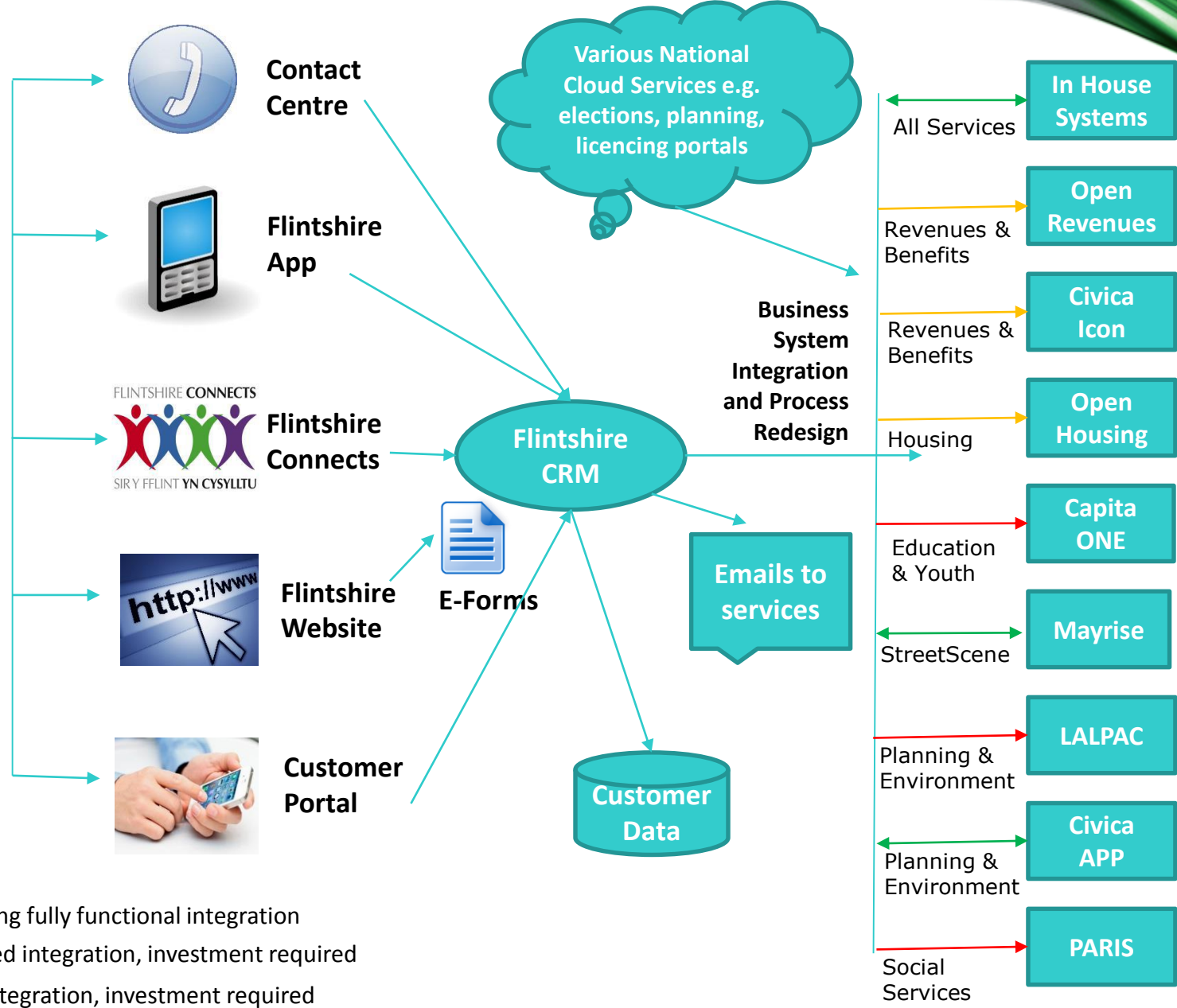
Digital Strategy – Focus on Digital Customer

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Appendix A - Cabinet Tuesday 20th February 2018

The benefits of a 'digital customer' focus

- Improved customer experience
- Increase in speed of resolutions
- Better and targeted service for vulnerable customers
- Increased digital contact
- Reduced back office processing
- Reduced telephone contact
- Reduced avoidable contact
- Increase in upfront payments and reduction in debt
- £ savings associated with Contact Centres and Connects and back office processing



A preview of our Customer Portal

Current Integrations:

- CRM enquiries
- Planning applications
- Waste collection information
- Elected Member contact details
- Document vault e.g. proof of ID

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Flintshire County Council

Flintshire's Digital Account is a single area for you to see all of your contacts and accounts with Flintshire

My Details

Mr Jason Snead (Manage profile)
12 Pant Glas, Sychdyn, MOLD, CH7 6SY (Change address)

Next Collections
Friday 08/12/2017 - Friday Domestic Crew 07

Rearrange home screen

- # Planning Applications
- # Waste Rounds
- # Councillors
- # Housing Rent
- # Document Vault

Customer Enquiries

Ref	Created on	Service	Date closed
1803-0043285	24/03/16	Housing Solutions - First Contact	
1802-0043254	25/02/16	Housing Solutions - First Contact	
1802-0043255	25/02/16	Housing Solutions - First Contact	
1802-0043256	25/02/16	Housing Solutions - First Contact	


Planning Applications

Appl ref	Date Valid	Appl type	Appl status	Decision
057540	18/09/2017	Planning-Full (Building Works)	Under Consideration	
054548	22/02/2018	Planning-Full (Building Works)	Decision Issued	Approved
054549	14/01/2018	Planning-Full (Building Works)	Decision Issued	Approved
041199	24/03/2008	Advertisement Consent	Decision Issued	Refused

Waste Rounds

Date of round	Day of week	Round type	Missed
24/11/2017	Friday	Friday Domestic Crew 07	Log Missed
08/12/2017	Friday	Friday Domestic Crew 07	
22/12/2017	Fridav	Friday Domestic Crew 07	

Councillors

Councillor name	Phone number	Ward	Photo
Cllr Marion Bateman	01352 754510 / marion.bateman@flintshire.gov.uk	Northop / Llaneurgain	



Developing our payment portal

- Subject to investment online payments to be developed to provide a professional portal to collect payment for all services.

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The screenshot shows the 'Council Tax Payment' page. At the top, there is a 'New Accepting PayPal' badge and 'Page shortcuts' for 'Payment Entry' and 'Payment Review'. The main heading is 'Council Tax Payment' with a note: 'Please note - information on this page will time-out after 15 minutes of inactivity * = Mandatory Field'. Below this is a table with two columns: 'Payment Type' and 'Payment Entry'. The 'Payment Entry' column contains instructions: 'Please enter the reference of the account you wish to pay.' and 'Reference *'. There are input fields for 'Reference *' and 'Amount (£) *'. At the bottom, there are 'Add to List', 'Cancel', and 'Back To Top' buttons. A 'Payment Review' section is also visible at the bottom of the page, with instructions on how to modify or delete a payment. Payment logos for PayPal, VISA, Mastercard, and American Express are shown at the very bottom.




The screenshot shows the 'Shop Directory' page. It features a search bar with 'Showing All Items. Use the Shops, Categories and Search box below to refine your options.' Below the search bar are dropdown menus for 'All Shops' and 'All Categories', and a search input field with 'Search' and 'Reset' buttons. The page lists two items for sale: 'Council Tax' and 'Housing Rents'. Each item has a house icon with a currency symbol (£ for Council Tax, R for Housing Rents). The 'Council Tax' item includes a description: 'Please enter your 8 digit council tax number (starting with either 4 or 9), the amount you wish to pay and then click Add To Basket. An asterisk (*) denotes a mandatory field'. It has input fields for 'Reference *' and 'Amount *' (with a '0' in the field), and an 'Add To Basket' button. The 'Housing Rents' item has a similar structure with a description: 'Please enter your 8 digit rent number, the amount you wish to pay and then click Add To Basket. An asterisk (*) denotes a mandatory field', and input fields for 'Reference *' and 'Amount *' (with a '0' in the field), and an 'Add To Basket' button.


Developing Live Chat

Start A Live Chat - Google Chrome

Secure | <https://support.limssupporting.com/welcome3/index.php?siteid=7920160114120&dept=General>



Welcome to Live Chat
Croeso i Sgwrs Fyw



Welcome to Live Chat,
Please tell us your name and email address to start.

Croeso i Sgwrs Fyw,
Rhowch eich enw a'ch cyfeiriad e-bost i ddechrau.

Name/Enw:

Email/E-bost:

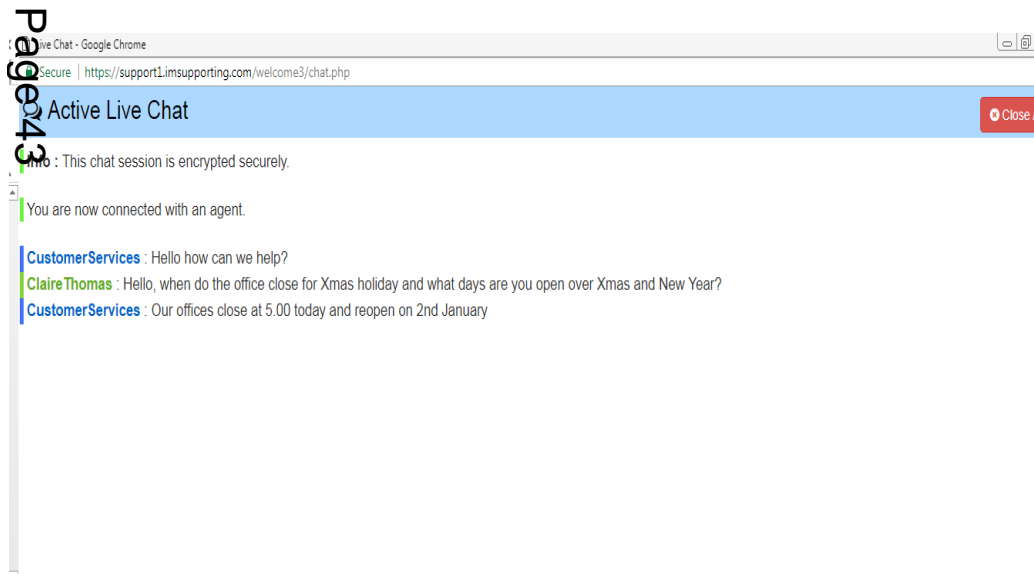
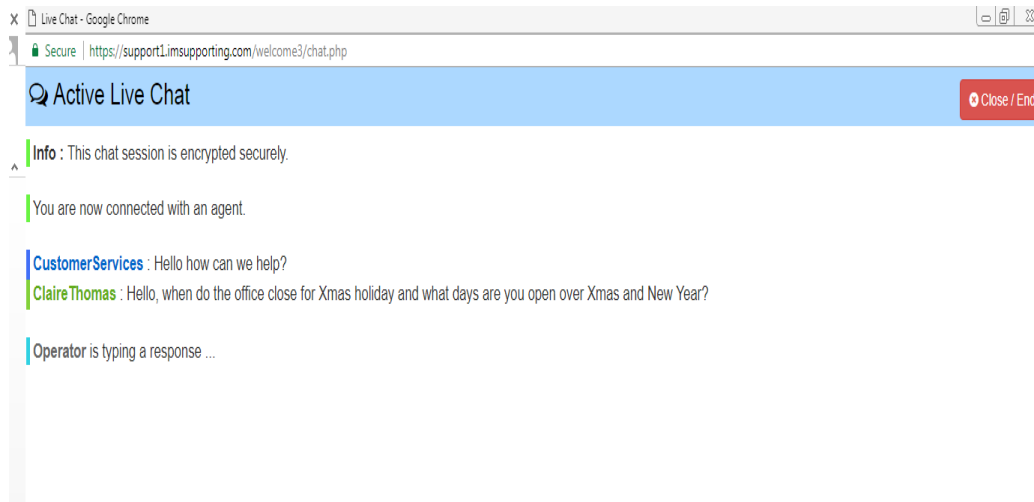
Please Select A Department

General

Chat/Sgwrs

Page 42

- Live conversation between website users and staff.
- Avoidable contact by telephone.
- Supports people to use our web services.



- Short messages that are responded to quickly.
- Opportunity to develop Live Chat as digital services develop e.g. guiding customers through a housing triage.

Key Decisions – early 2018

- Focus on Digital Customer building on ICT work completed.
- Go live with Customer Portal, Payment Portal, further development of Live Chat.
- Resource development of Web Content, Business Process Change and Back Office Systems (£550k).
- Agree one team to co-ordinate development and assure quality of Web Content.
- Agree one telephone Contact Centre at Ewloe.
- Connectivity between back systems in Streetscene, Planning and Environment, Housing, Revenue and Benefits, Social Services, Education.
- Long term work on links to Community Resilience and Customer Trends.
- Governance by COT and Cabinet work co-ordinated by IB/NC and championed by GO and CB.

Approach to efficiencies

- Service improvements and digital access the priority.
- As a result savings associated with Contact Centres and Connects and back office processing will follow.
- Proposed initial requirement that these efficiencies payback the level of investment proposed (£550k).
- Proposed that these efficiencies are not budgeted for additionally as like ADMs much of the saving will be achieved through service changes that these support (Connects) or through other change projects (County Hall) e.g. Pension scheme move to self serve.
- Efficiency tracker developed and reported regularly to COT/Cabinet.

Resourcing

■ Programme management and support

- Programme Manager £64K per annum – 3 years
- Review existing Customer Services roles to incorporate web content and BPR – additional £15K per annum
- New Digital Officer post (web content and BPR) £33K per annum – 3 years

■ Software licencing and integration costs

- Capital/one-off investment requirements - £135K
- Revenue requirements - £20K

■ 3 year costs estimated to be £550,000

Our approach

- **Phase 1**

In principle decisions and quick wins early 2018

- **Phase 2**

Digital customer model in place with the majority of services during 2018/19

- **Phase 3**

Sensitive and complex service changes and future proofing customer contact, 2019 onwards



Annexe 1 – Outline Action Plan

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Contact Centre



	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Page 49 Contact Centre	<p>First Stage: Single Contact Centre for high volume telephone contact, based at Ewloe. Single contact number for the Council and service contact numbers retained. Move to single Housing Contact Centre in Flint (Housing and Housing Solutions.)</p> <p>Second Stage: Merge Housing, Streetscene and Transportation Contact Centres at Ewloe – third quarter 2018.</p> <p>Third Stage: Move to one, single Contact Centre in phases (aim to complete by April 2020) to also include:</p> <ul style="list-style-type: none"> • Revenues and Benefits • Social Services • Planning and Public Protection • Education and Youth 	<p>Principle Principle</p> <p>Agree</p>		
	<p>To plan for one Contact Centre and to enable a shift to digital:</p> <ul style="list-style-type: none"> • provide statistics about levels of contact in high volume services • the type of enquiries with the aim of identifying those that could be dealt with digitally or avoided. 	<p>Principle</p>	<p>Agree Jan 2018</p>	<p>Agree Q3 2018 to 2019</p>
	<p>Prioritise recruitment of staff with appropriate Welsh Language skills</p>	<p>Agree</p>		

Flintshire Connects

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
	Agree the strategic purpose is to support vulnerable people through face to face contact.	Principle		
	Reassess appropriate enquiries for face to face contact in vulnerable areas.		Review March 2018	
	Prioritise Connects in the following vulnerable locations: <ul style="list-style-type: none"> • Connahs Quay • Flint • Holywell 	Principle	Budget decisions for 2018\19	Budget decisions for 2019\20
	Where appropriate, move face to face contact in Planning, Social Services & Licensing to Connects.	Principle		Agree October 2018

Flintshire Website

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Page 51 Website	One team to coordinate development of web content.	Principle	Review of how this will operate March 2018	
	Complete content review: <ul style="list-style-type: none"> • Redesign Customer Services team • Information on high volume queries – target for digital delivery • Do-it-online – improvements to transactions • Do-it-online – Payment portal, subject to investment • Housing, Housing Solutions, Street Scene, Revs and Bens, Social Services, Planning and Education 	Principle		
	Improved Live Chat for Contact Centre staff (subject to investment), by time of Contact Centre move to Ewloe.	Principle		

Customer Portal

	Outcomes – Customer Portal	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Page 52 Customer Portal	Translation and brand existing capabilities into an account for use by customers on the customer portal ready to promote with Council Tax billing.	Principle		
	Launch Customer Account by March 2018 for use by customer that includes: <ul style="list-style-type: none"> • All online enquiries • View of planning applications • Member information • Waste and recycling 	Principle		
	Customer Portal expanded, subject to investment, to include: <ul style="list-style-type: none"> • Revenues and Benefits integration by March 2019. • Streetscene and Transportation by March 2018 • Housing and Housing Solutions by March 2019 • Payments by October 2018 	Principle		
	Development of internal reports and analysis based on information held in the customer account: <ul style="list-style-type: none"> • Identify priority areas for reporting by March 2018 • Prototype first reports by May 2018 	Principle		

Flintshire App

	Outcomes – Customer Interactions	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Page 53 Flintshire App	Maintain current provision (approximately 700 enquiries in a year) and review future development after other digital channels including the website have been developed further.	Principle		Review further use and development January 2019

Timetable

- **Phase 1**

Principle decisions agreed by COT and referred to Cabinet (January 2018) to achieve quick wins and budget allocation.

- **Phase 2**

Digital Customer model in place with the majority of services:

- Series of Business Cases to be brought forward between December 2017 and April 2018

- Programme of work to implement approved business cases during 2018/2019

- **Phase 3**

Sensitive and complex changes and future proofing customer contact 2019 onwards

System integration and process redesign 1 of 3

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Streetscene	<p>Core Business System – <u>Mayrise</u> Integration already exists between CRM and <u>Mayrise</u>. Further BPR and Service integration required for:</p> <ul style="list-style-type: none"> • Waste • Highways • Grounds maintenance • Etc. <p>Implementation from January 2018</p>	Principle and agreement of investment pot		
Planning & Environment	<p>Core Business System(s) – <u>Civica</u> APP, LALPAC, National Planning and Licensing portals. Reduced telephone contact. Improved access to services through digital channels. Service currently reviewing use of <u>Civica</u> APP. Decision required with timescales for implementation. (Service bid for funding going to Capital Asset group on 8th December 2017) Potential implementation from 2019 to 2020.</p>	Principle and agreement of investment pot		Agree - Q4 2018/19



System integration and process redesign 2 of 3

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Housing	Core Business System(s) – Open Housing. Reduced telephone contact Improved access to services through digital channels Potential implementation of a range of tenant related interactions from 2018 to 2019	Principle and agreement of investment pot	Agree - Q1 2018/19	
Revenues & Benefits	Core business system – Open Revenues for Council Tax, NNDR and Benefits Reduced telephone contact Improved access to services through digital channels Upgrade to current system with associated investment requirements to allow integration with CRM and Single Customer Account. Potential implementation from 2018 to 2019	Principle and agreement of investment pot	Agree - Q1 2018/19	
	Core business system – <u>Civica</u> ICON. Reduced telephone contact. Improved access to services through digital channels. Additional functionality for existing solution with associated investment requirements to allow integration with Single Customer Account and to provide a more flexible and commercial payment solution for customers. Potential implementation from 2018 to 2019.	Principle and agreement of investment pot	Agree - Q4 2017/18	



System integration and process redesign 3 of 3

	Outcomes – BPR led by services, Business System Integration led by IT,	Phase 1 COT decisions	Phase 2 COT decisions	Phase 3 COT decisions
Social Services	<p>Core business system – PARIS</p> <p>Reduced telephone and email contact.</p> <p>Improved access to services through digital channels for customers and partners.</p> <p>Additional functionality for existing solution with associated investment requirements to allow online referrals and integration with CRM and Single Customer Account.</p> <p>Will support work of Early Help Hub.</p> <p>Potential implementation from 2018 to 2019.</p>	Principle and agreement of investment pot		
Education	<p>Core business system – Capita ONE</p> <p>Reduced telephone and email contact.</p> <p>Improved access to services through digital channels for customers and partners.</p> <p>Additional functionality for existing solution with associated investment requirements to allow full integration with back office solution, CRM and Single Customer Account.</p> <p>Pending Education decision on back office system</p> <p>Potential implementation from 2019 to 2020.</p>	Principle and agreement of investment pot		Agree - Q4 2018/19

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Back office integration

- **Integration method procured from back office supplier**
 - Often Called SOAP or Web Services
 - Secure 2 way connection
 - Initial cost and ongoing revenue
 - Preferred option but can vary in quality from supplier to supplier
- **Integration method developed in house**
 - Variety of methods
 - Does not impose system based security
 - No Cost (other than development overhead)
 - Not preferred option but used when no supplier option available

Appendix B – Examples of Best Practice and Potential Efficiencies

	Initiative	What it looks like	Best Practice	Already Planned Savings (operating models and projected efficiencies 18/19)	Potential for further annual savings (with potential level of saving indicated)
1	<i>Agile Working</i>	<ul style="list-style-type: none"> - Mobile working for housing repair operatives - Agile working for majority of office based staff: working from any location with internet access on any PC or laptop, any time of the day - Introduction of hotdesk arrangements 	We have already implemented best practice in this area, which has supported the Council’s asset rationalization programme.		
2	<i>Consolidated Contact Centre</i>	Single Contact Centre for managing all telephone contact with the Council	Wigan have created a single contact centre	£150,000	Reduction in management costs – Medium Level Further reduction in front line staffing – Medium Level
3	<i>Improved administrative processes</i>	Streamlined business processes, supported by digital solutions	Example: Kirklees’ One Council approach to improve integration and efficiency of back office functions and customer contact arrangements to benefit staff and customers. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/388519/Good Practice in LG Savings - Final Report - 17 Dec.pdf		Reduction in staffing costs – High Level
4	<i>Reduced face to face contact</i>	Increased customer self service. Appointment based face to face services available for our most vulnerable customers	As above e.g. Kirklees	£46,000	Reduction in staffing and accommodation costs - High Level

Appendix B – Examples of Best Practice and Potential Efficiencies

					Customers who are able to use self service can do so at a time and place of their convenience.
5	<i>Reducing avoidable contact</i>	<p>Online services including:</p> <ul style="list-style-type: none"> • Enhanced structure and content of the website • A website that is accessible to all, on all devices • Single Customer Account • Housing tenant account for repairs, estate management and rents • Ability to book appointments for a range of Council services • Eligibility assessment in relation services such as benefits, social care and housing. 	Wigan have a single customer account and have developed best practice around social care online assessments		This will support potential efficiencies identified in 2,3,4
6	<i>Improved debt management</i>	<ul style="list-style-type: none"> - Making it easier for people to pay by offering a familiar online shopping facility. - Promote up front payment for services 			Further reduction in write off of bad debt - High

Key for potential annual savings

Low – up to £50,000

Medium – £50-100,000

High £100,000



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 15 th February 2018
Report Subject	Workforce Information Report – Quarter 3 2017/18
Portfolio Holder	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the third quarter for 2017/18. This report provides details of the following:

- Headcount and Full Time Equivalent (FTE)
- Organisational Age Profile
- Employee Turnover and Stability (Including Redundancies and Early Retirements)
- Attendance
- Performance Management (Appraisal)
- Resource Management (Agency Workers)
- Equality and Diversity

The format of this report and the accompanying Workforce Information is intended to focus on organisational performance and trends, with the information being presented in a dashboard format. The dashboards are a visual presentation of data, showing the current status and historical trends of the Council's performance against key performance indicators.

The report provides a brief narrative on the overall performance against a number of indicators. A more detailed explanation is provided on an exceptional basis where performance is falling below or exceeding organisational performance indicators in the reported trends. The narrative will include an explanation for the movement in trend and details of any proposed actions to improve or maintain performance.

The performance information for the whole organisation is split to show Schools and Non-Schools data separately. The Schools data is further broken down into Teaching and Non-Teaching.

RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter three 2017/18 to 31 December 2017.
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REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	Headcount and Full Time Equivalent (FTE) The headcount and FTE figures for quarter three show an overall decrease of 394 FTE across the Council since April, Non-schools show a decrease of 351 FTE, and Schools show an overall decrease of 43 FTE. Within Schools, teaching staff show a decrease of 27 FTE whereas non-teaching staff decreased by 16 FTE. The transfer of staff to 'Newydd Catering and Cleaning' and 'Aura Leisure and Libraries' accounts for the majority of the headcount reduction. In both cases the arrangements provide the best opportunity of sustaining services and providing important outcomes for the residents of Flintshire and protecting the employment for a large group of employees.
1.02	Age Profiling Age profiling an organisation, across the various levels (portfolios, services and teams) is an important part of understanding the age demographics of our workforce and where we may need to focus attention. Why do we use age profiling? <ul style="list-style-type: none">• to identify work areas with a high average age• to help plan for retirements and how we will recruit or retain staff• to highlight patterns and trends across our workforce• to assist workforce planning. Understanding our age profile supports good workforce planning, enables the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, in conjunction with known changes, both internal and external, workforce planning is ineffective.
1.03	Employee Turnover and Stability (Including Redundancies and Early Retirements) The turnover percentage for the Council during quarter three is 3.17%, with the cumulate figure for 2017/18 being 20.91%. This is significantly higher than the cumulative figure of 10.8% reported for the same period last year. The reason for the increase is as a result of the transfer of staff to 'Newydd Catering and Cleaning' and 'Aura Leisure and Libraries' as detailed in Section 1.01.

1.04	<p>Attendance</p> <p>The FTE days lost for the Council during quarter three is 2.62, which provides a cumulative figure of 6.31 for 2017/18. This is an improvement when compared to the same period in 2016/17 which recorded 7.22 FTE days lost. The cumulative figure as at quarter three identifies that, if absence rates continue at the current level for the remainder of the reporting year then the forecast for 2017/18 will be 8.39. This is a positive out-turn at this point in the year, but we will continue to work with services to try and improve further.</p>
1.05	<p>Performance Monitoring</p> <p>A report on the full year position will be presented to Committee in May. This will build on the report presented in January so have not provided interim figures this quarter.</p>
1.06	<p>Resource Management (Agency Workers)</p> <p>The cumulative agency spend for 2017/18 is £1.73m, which exceeds our target of £1.65m. However, this shows a 45% reduction in agency spend compared to the cumulative agency spend as at quarter three for the previous year (£3.15m).</p> <p>As expected, the majority of the agency spend continues to be spent within Streetscene and Transportation (£635,000), and Social Services (£532,000) respectively.</p> <p>Overall, there were 71 active agency placements on 31 December 2017. Of the 71, 57 placements exceeded the 12 week Agency Worker Regulations threshold, of those placements, 42 were within Streetscene and Transportation, 8 in Community and Enterprise, 4 in Social Services, 2 in Governance, and 1 in Education and Youth.</p> <p>A number of positive steps have been taken since December which will be reflected in the next quarter out-turn. For example, 2 long-term placements in social services have ended as the candidates have accepted employment directly with the Council. Both Streetscene and Social Services have committed to keeping agency costs to a minimum, and in the case of social services, to only use agency staff for specialist roles, such as victim support.</p>
1.07	<p>Equality and Diversity Workforce Monitoring</p> <p>Workforce diversity monitoring is an important means of demonstrating, implementing and promoting equality of opportunity.</p> <p>Ongoing promotion and monitoring is carried out to gather information on the diversity of our workforce including potential recruits as well as existing employees. The Council collects diversity information based on current UK equality legislation which aims to prevent discrimination on grounds of age, disability, gender, race, sexual orientation, religion and other protected characteristics. Information gathered can, if analysed regularly, help us to identify barriers that prevent access to employment and career</p>

	development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.
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2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None as the dashboard report appended to this report details existing actual out-turns in the various measures.
4.00	RISK MANAGEMENT
4.01	None arising directly from this report.
5.00	APPENDICES
5.01	Appendix One: Dashboard - Workforce Information Report Q3 2017/18
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development. Telephone: 01352 702139 E-mail: sharon_carney@flintshire.gov.uk
7.00	GLOSSARY OF TERMS
7.01	<p><u>Headcount and FTE</u> This will provide information on the current levels of the Council's workforce.</p> <p><u>Age Profiling</u> The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.</p> <p><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u> This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable.</p> <p><u>Attendance</u> Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance. Stage 1 and Stage 2 capability hearings are the formal stages of the Attendance Management policy where sanctions including dismissal take place.</p>

Performance Management (Appraisals)

Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.

Resource Management

This information will include the usage of agency workers within the Council.

Equality and Diversity Workforce Monitoring

Information will be provided to inform what measures, if any, need to be implemented to prevent inequalities within the Council.

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**CORPORATE DASHBOARD
REPORTS**
(FLINTSHIRE COUNTY COUNCIL)
2017/18 - QUARTER 3
(OCTOBER - DECEMBER)

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2017/18 DASHBOARD

FLINTSHIRE COUNTY COUNCIL CUMULATIVE TOTALS

TOTAL HEADCOUNT

5,954

TOTAL FTE

4,647

LEAVERS / TURNOVER

1,245 / 20.91%

AGENCY SPEND 2017/18

£1.73m

TARGET 2017/18 AT Q3

£1.65m

DAYS LOST PER FTE 2017/18

6.31

TARGET 2017/18 AT Q3

6.75

QUARTER 3 2017/18 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

2,754

TOTAL FULL TIME EQUIVALENT

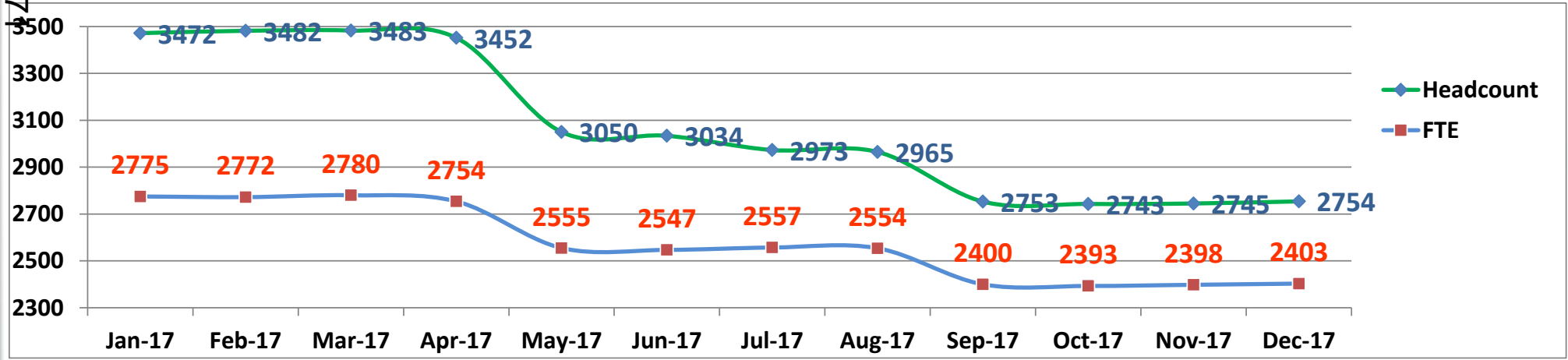
2,403

01/04/2017 **3,452** Decrease of 698 people (-25.34%) 31/12/2017 **2,754**

01/04/2017 **2,754** Decrease of 351 FTE (-14.61%) 31/12/2017 **2,403**

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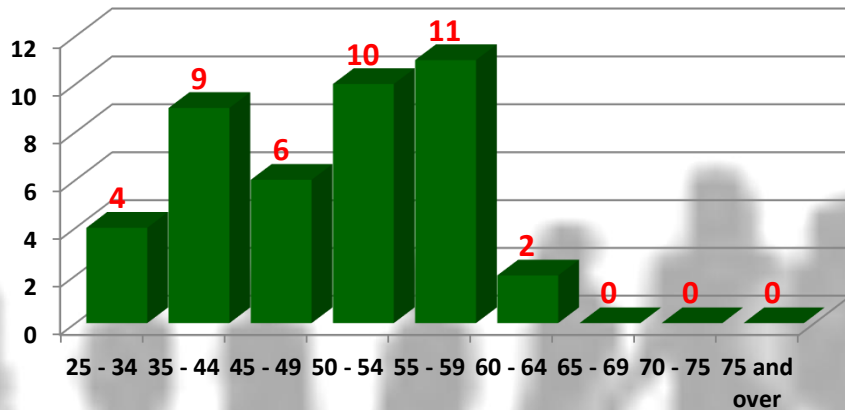
HEADCOUNT AND FTE - 12 MONTH TREND



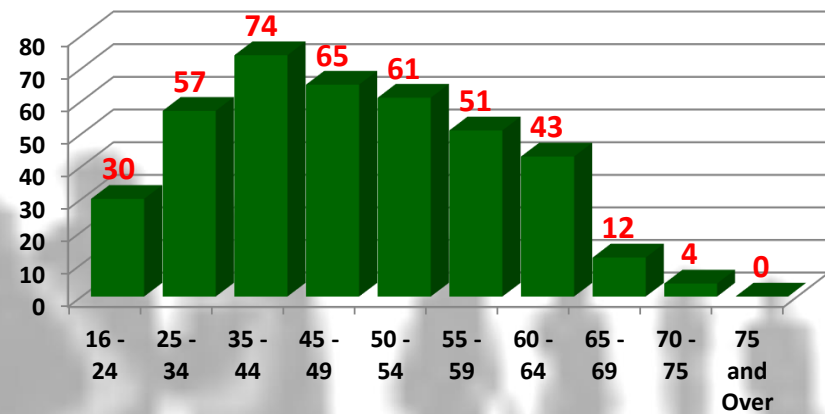
QUARTER 3 2017-18 DASHBOARD

AGE PROFILE - NON-SCHOOLS

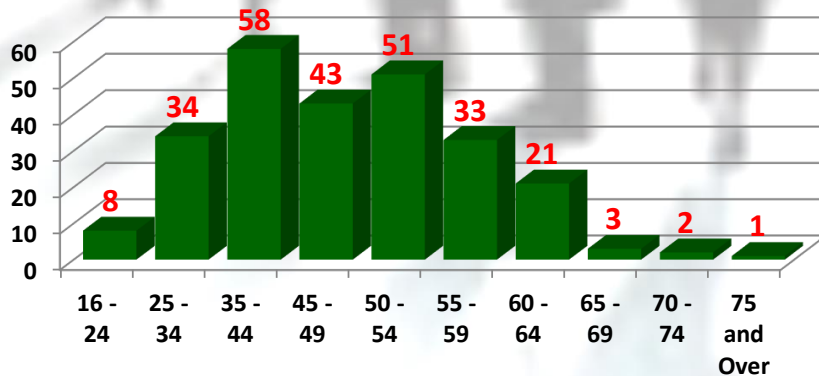
Chief Executives



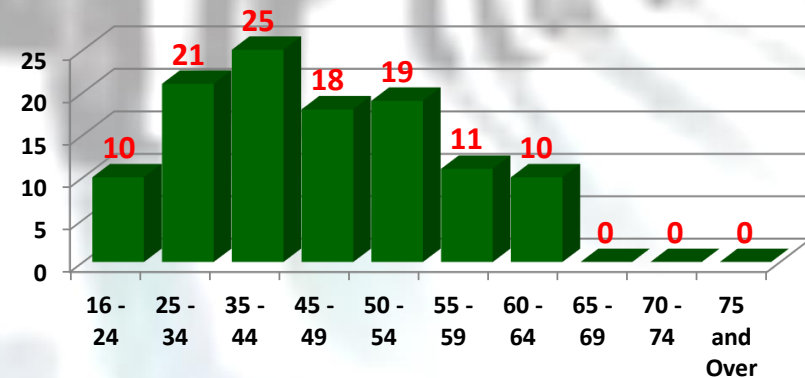
Community and Enterprise



Education and Youth



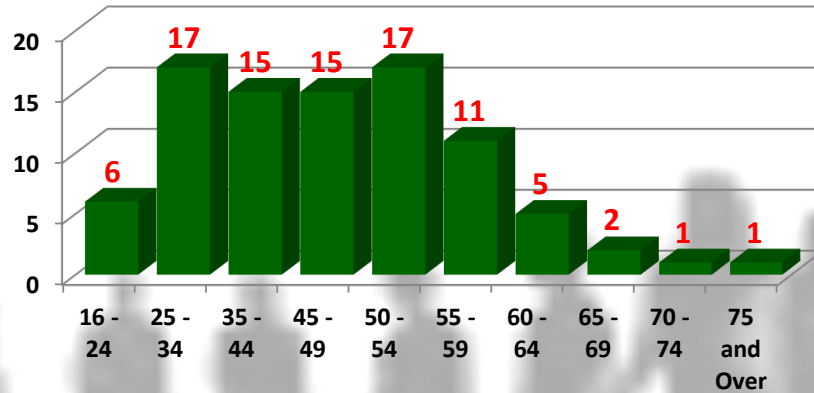
Governance



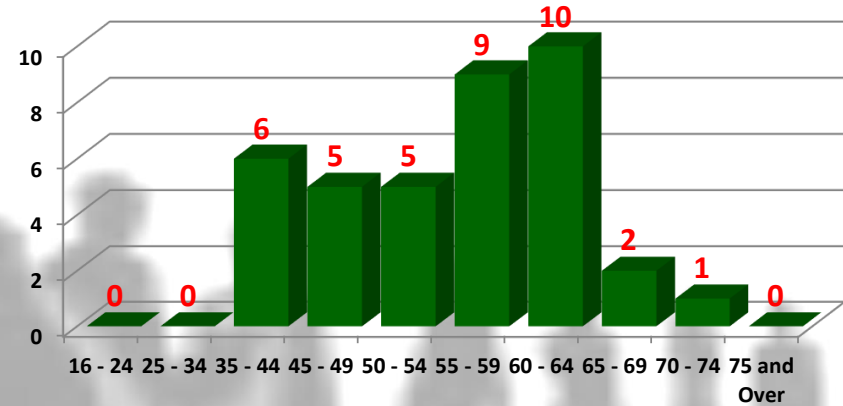
QUARTER 3 2017-18 DASHBOARD

AGE PROFILE - NON-SCHOOLS

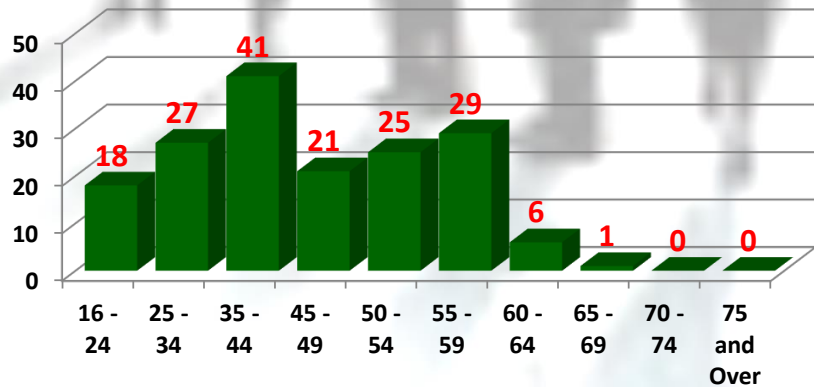
Organisational Change 1



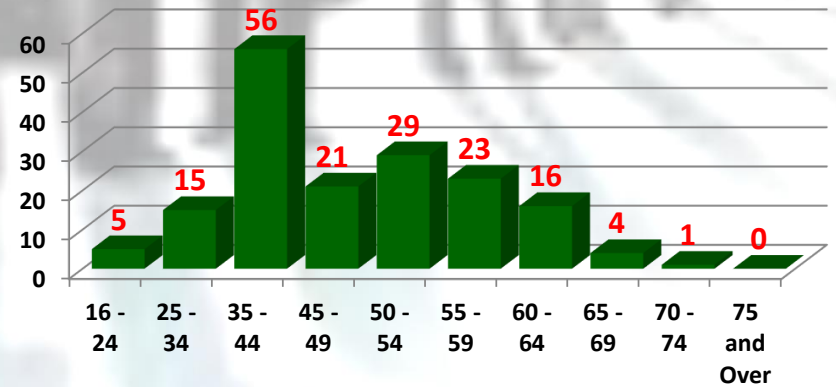
Organisational Change 2



People and Resources



Planning and Environment

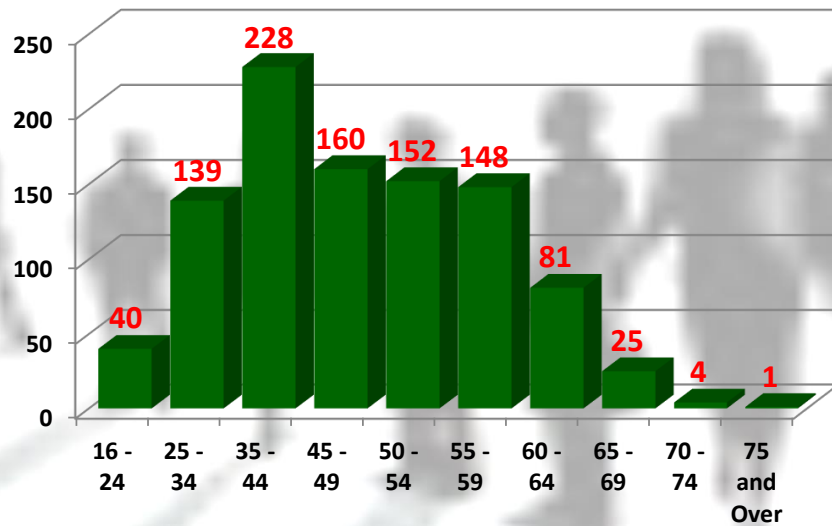


QUARTER 3 2017-18 DASHBOARD

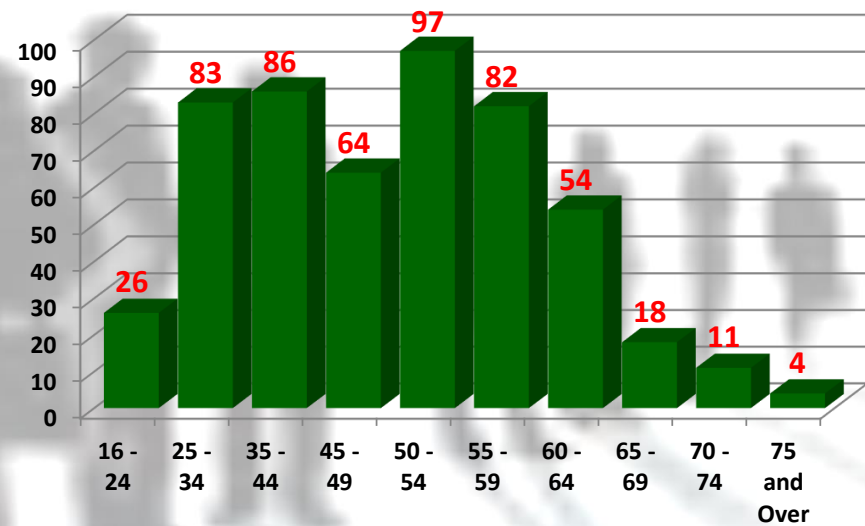
AGE PROFILE - NON-SCHOOLS

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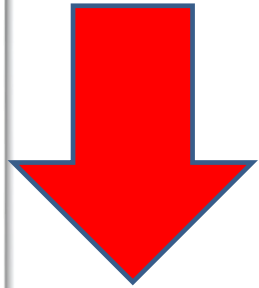
Social Services



Streetscene and Transportation



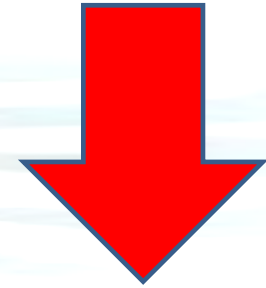
DAYS LOST PER FTE AT 31/12/2017



31/12/2016
2.80

2.94

31/12/2017
2.94



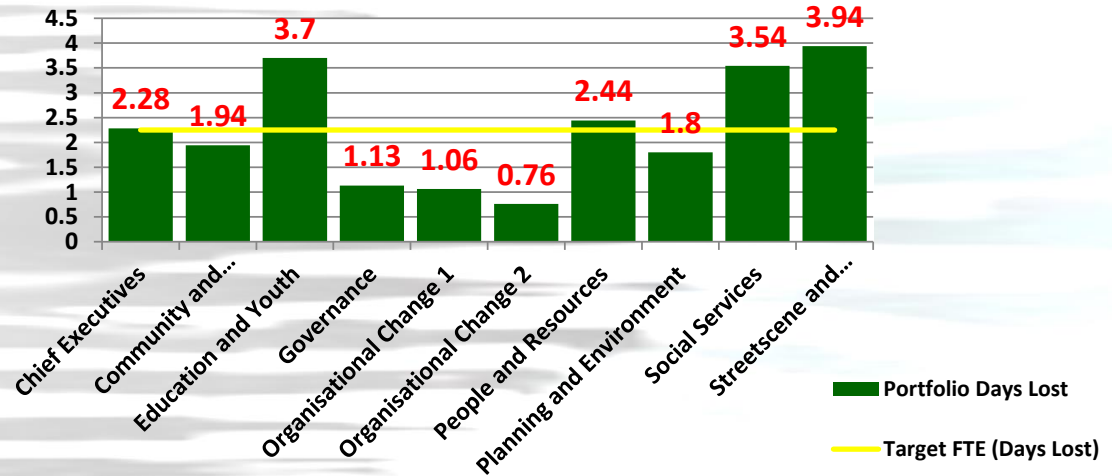
Downturn of 0.14

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TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. MUSCULOSKELETAL
3. STOMACH, LIVER, VOMITING
4. INFECTIONS

FTE DAYS LOST BY PORTFOLIO



QUARTER 3 2017/18 DASHBOARD

TURNOVER AND STABILITY - NON SCHOOLS

10

LEAVERS - Q3

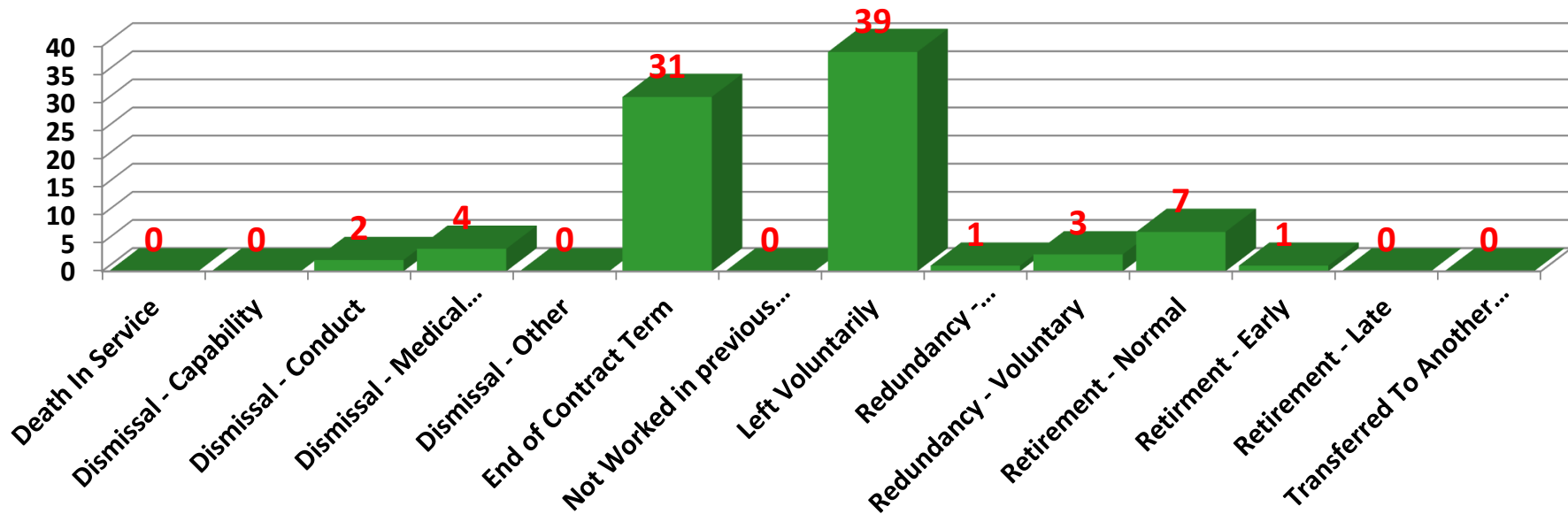
88

LEAVERS - 2017/18

924

LEAVER REASON - Q3

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QUARTER 3 2017/18 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

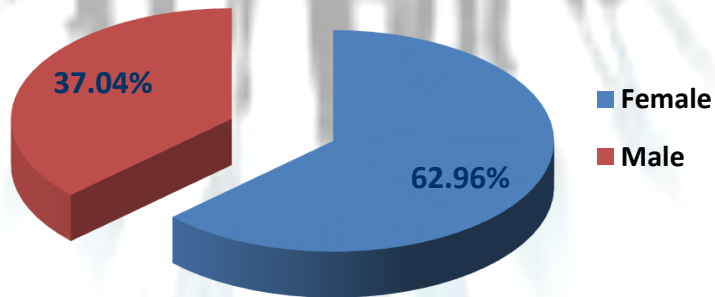
MALE

1,734
(37.04%)

FEMALE

1,020
(62.96%)

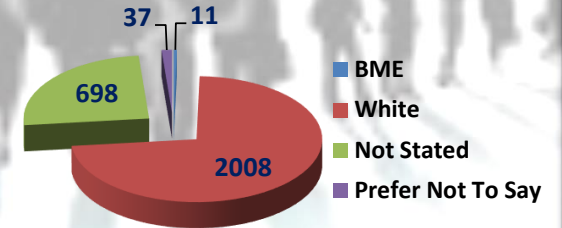
GENDER BREAKDOWN (%)



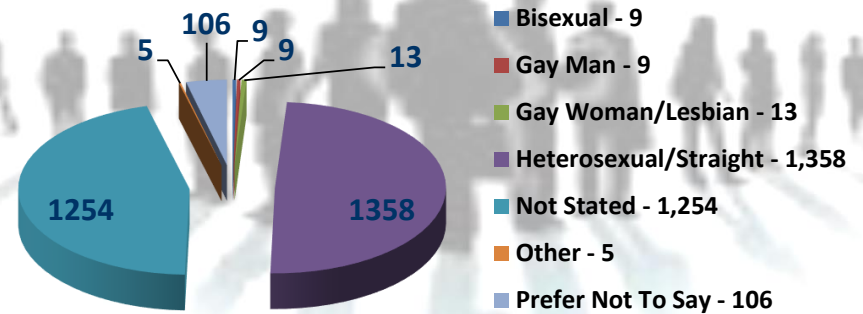
ETHNICITY

BME - 11
 WHITE - 2,088
 PREFER NOT TO SAY - 37
 NOT STATED - 698

ETHNICITY BREAKDOWN



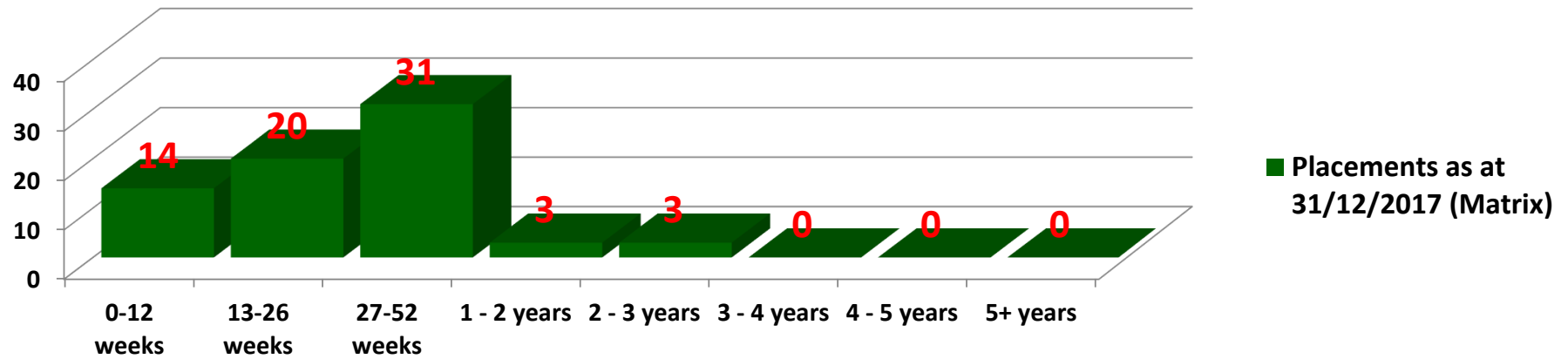
SEXUAL ORIENTATION



QUARTER 3 2017/18 DASHBOARD

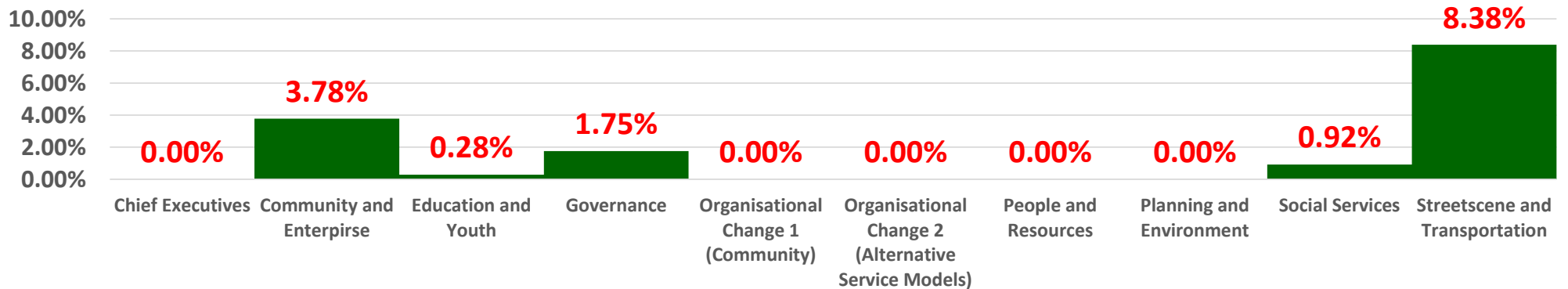
RESOURCE MANAGEMENT - AGENCY

Agency Tenure Management Q3



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Agency/Headcount Percentage by Portfolio Q3



QUARTER 3 2017/18 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,200

TOTAL FULL TIME EQUIVALENT

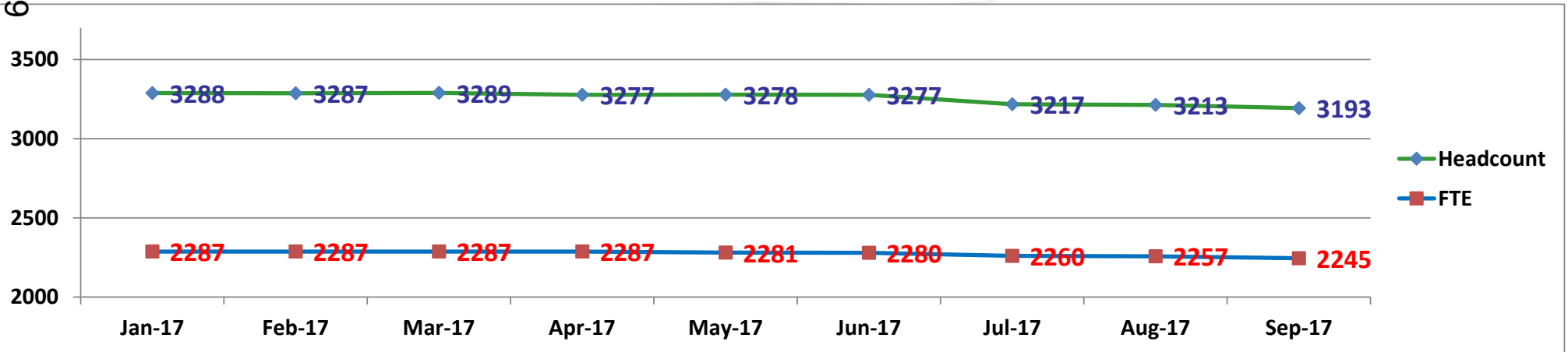
2,244

01/04/2017 3,291
31/12/2017 3,200
Decrease of 91 people (-2.84%)

01/04/2017 2,287
31/12/2017 2,244
Decrease of 43 FTE (-1.92%)

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HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 3 2017/17 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS (TEACHING)

TOTAL HEADCOUNT

1,371

TOTAL FULL TIME EQUIVALENT

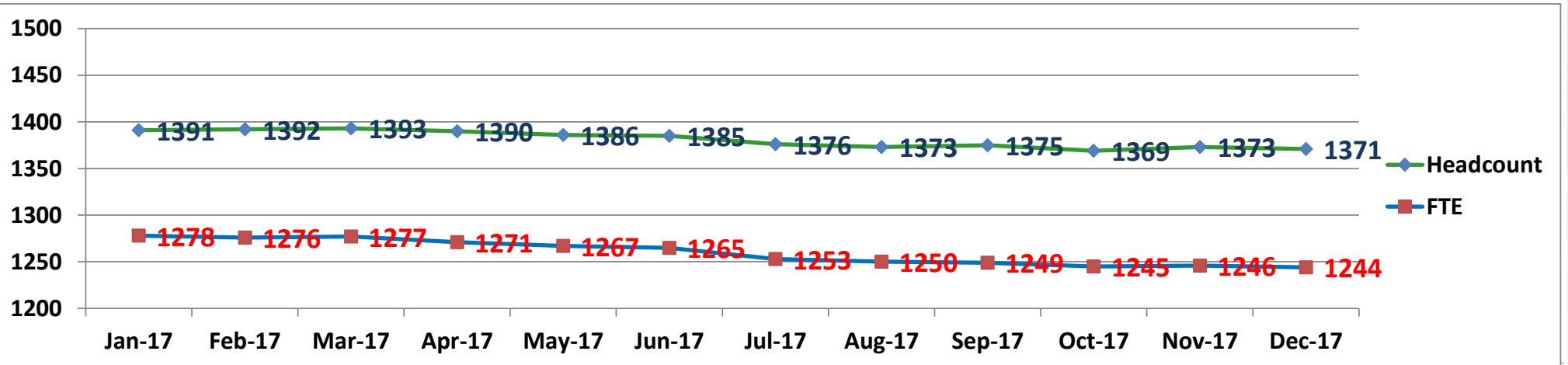
1,244

01/04/2017 1,390
31/12/2017 1,371
Decrease of 19 people (-1.39%)

01/04/2016 1,271
31/12/2017 1,244
Decrease of 27 FTE (-2.17%)

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HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 3 2017/18 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS (NON-TEACHING)

TOTAL HEADCOUNT

1,829

TOTAL FULL TIME EQUIVALENT

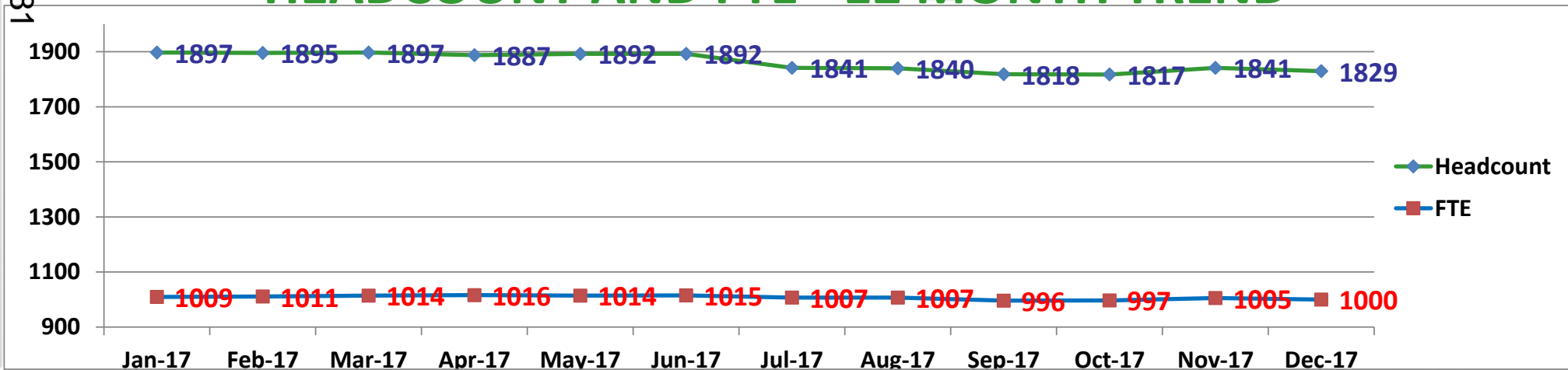
1,000

01/04/2017 **1,901**
 Decrease of 72 people (-3.93%)
 31/12/2017 **1,829**

01/04/2017 **1,016**
 Decrease of 16 FTE (-1.60%)
 31/12/2017 **1,000**

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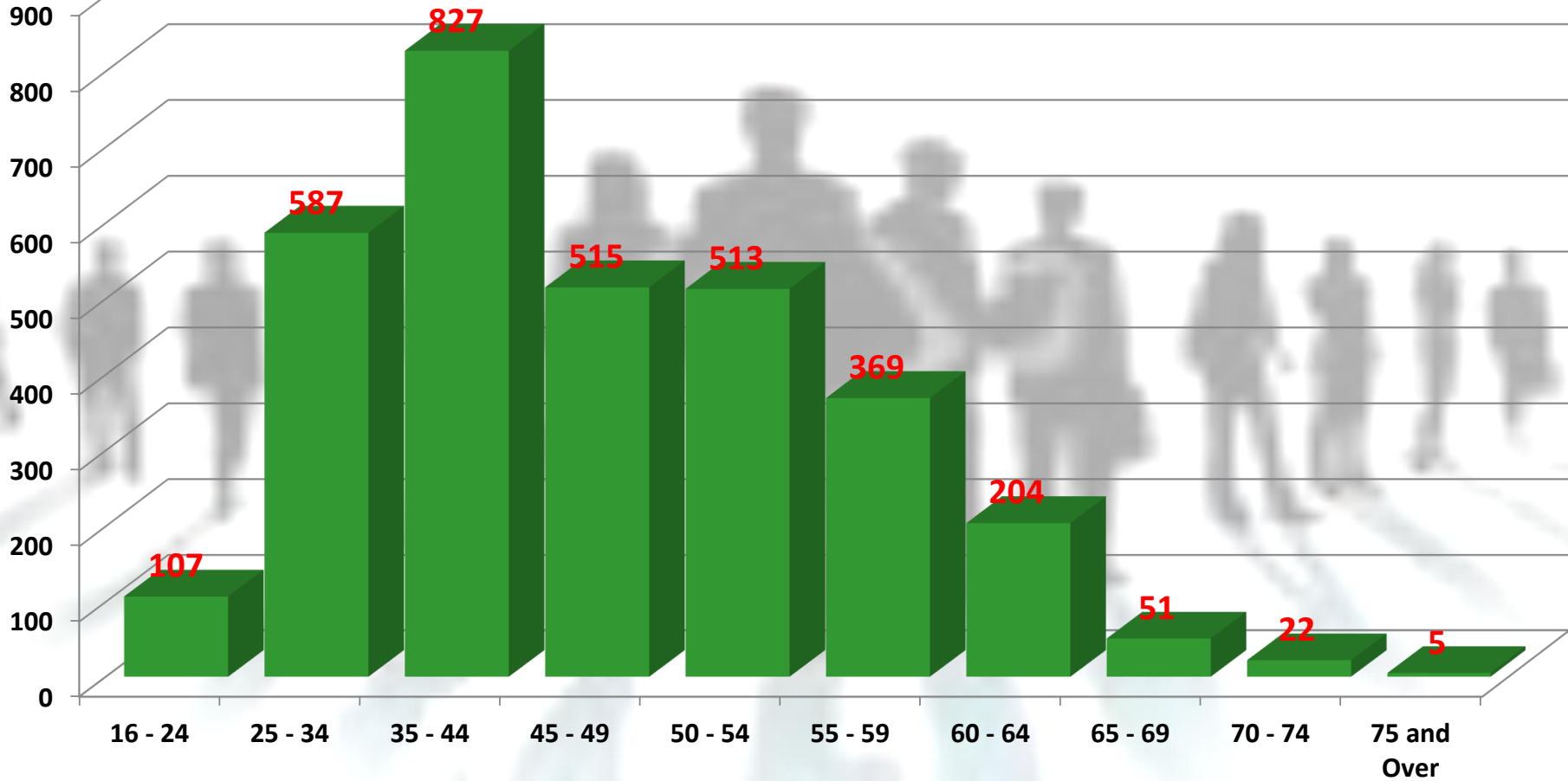
HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 3 2017/18 DASHBOARD

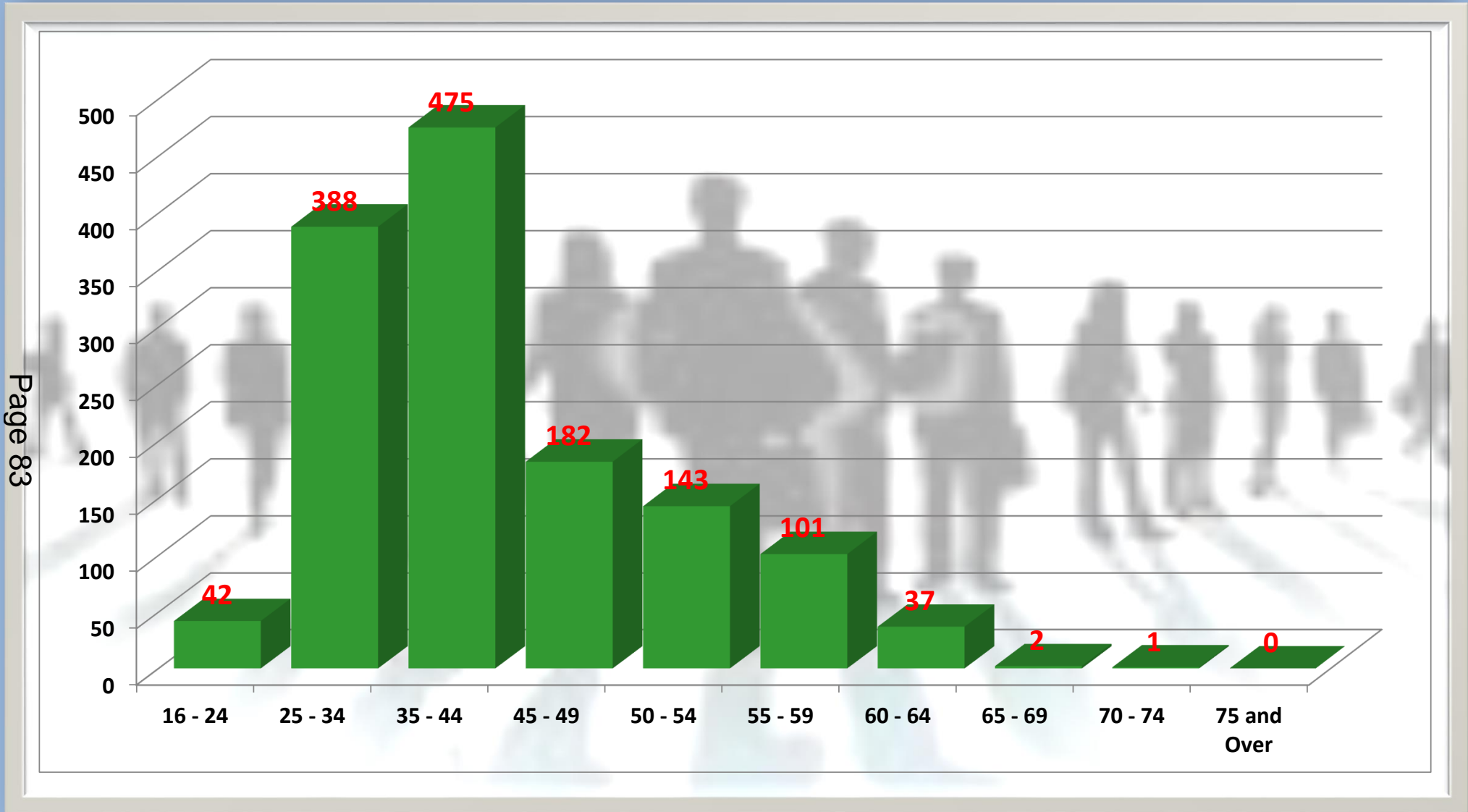
AGE PROFILE - SCHOOLS

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QUARTER 3 2017/18 DASHBOARD

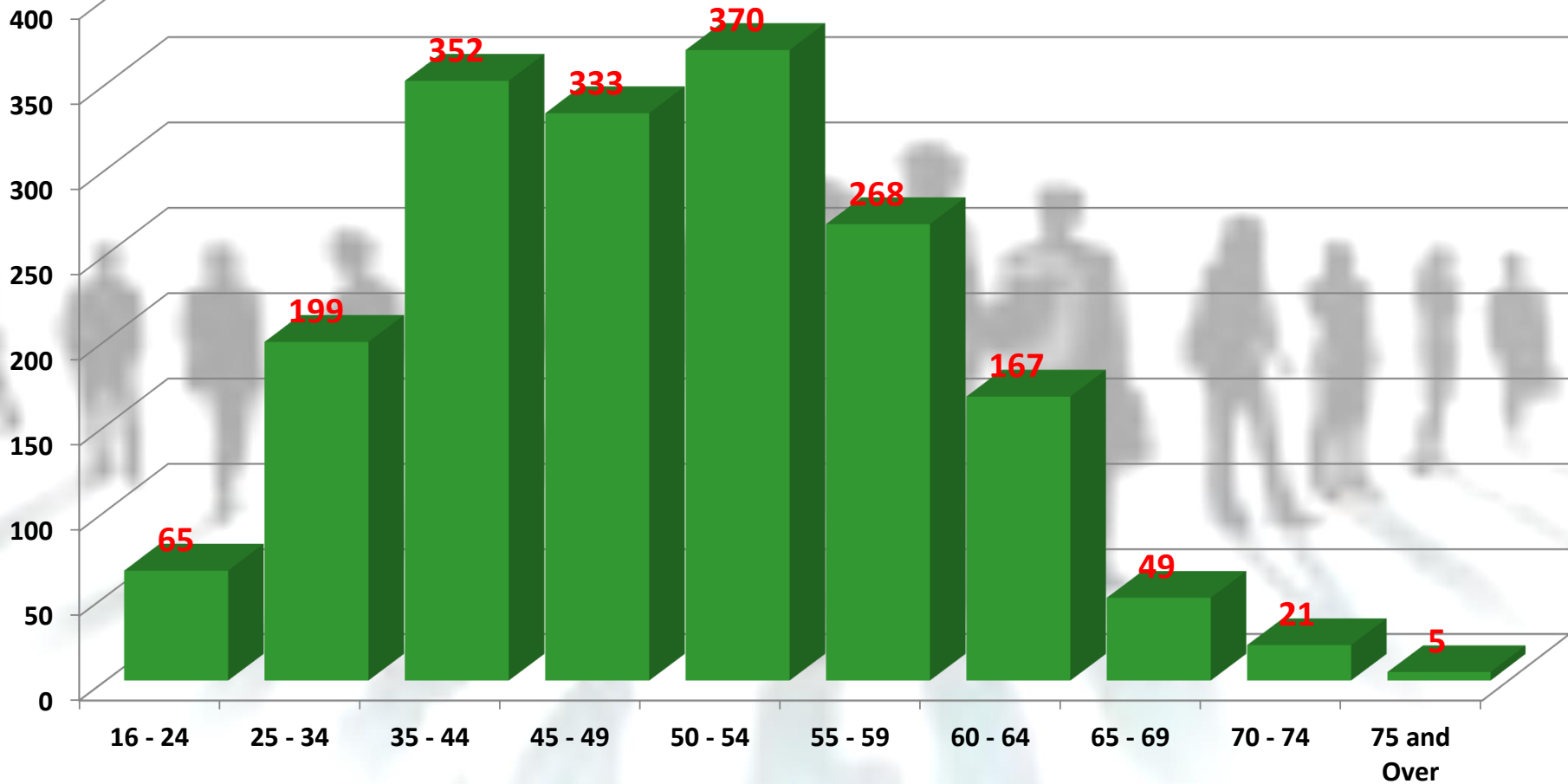
AGE PROFILE - SCHOOLS (TEACHING)



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QUARTER 3 2017/18 DASHBOARD

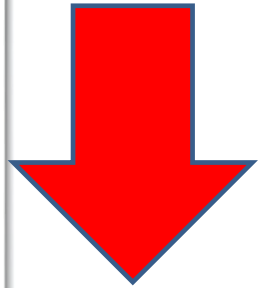
AGE PROFILE - SCHOOLS (NON-TEACHING)



QUARTER 3 2017/18 DASHBOARD

ATTENDANCE - SCHOOLS

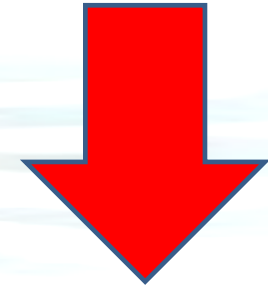
DAYS LOST PER FTE AT 31/12/17



31/12/2016
2.09

2.29

31/12/2017
2.29



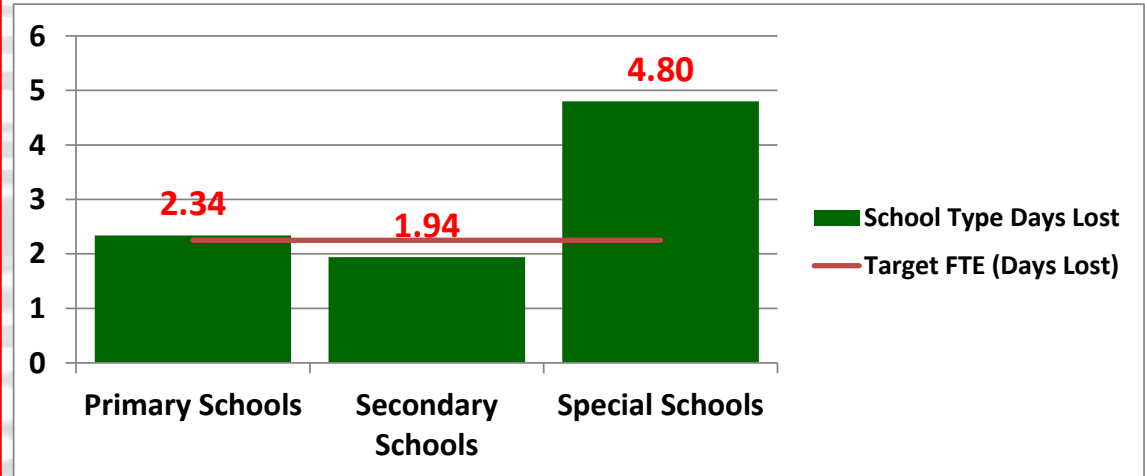
Downturn of 0.20

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TOP 4 REASONS

1. STRESS, DEPRESSION, ANXIETY
2. INFECTIONS
3. MUSCULOSKELETAL
4. STOMACH, LIVER, VOMITING

FTE DAYS LOST BY SCHOOL TYPE

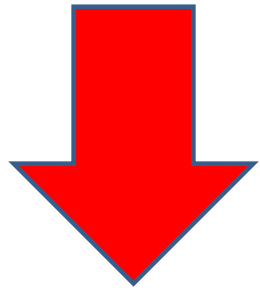


QUARTER 3 2017/18 DASHBOARD

ATTENDANCE - SCHOOLS (TEACHING)

20

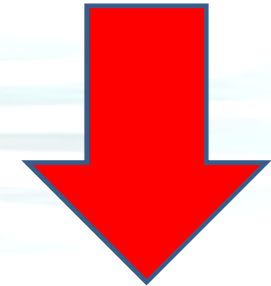
DAYS LOST PER FTE AT 31/12/17



31/12/2016
1.71

1.92

31/12/2017
1.92



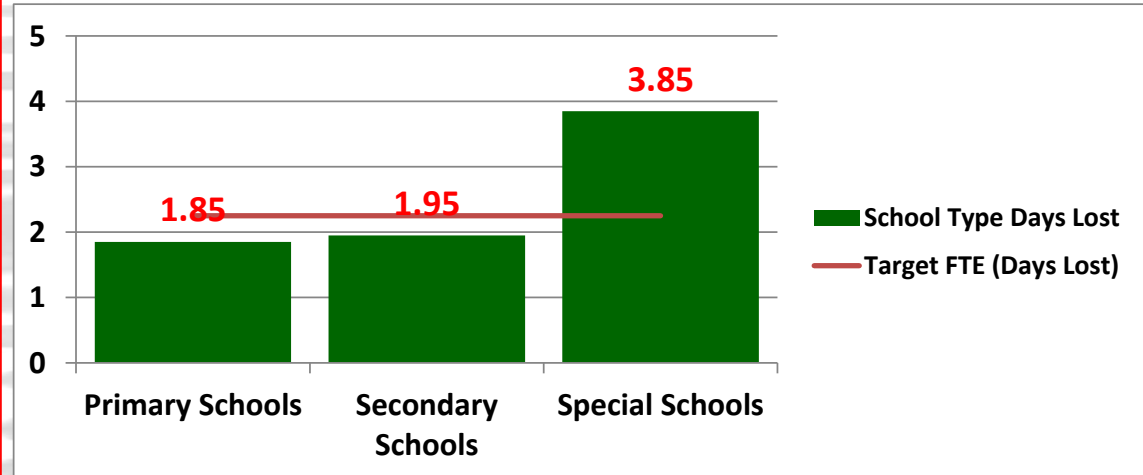
Downturn of 0.21

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TOP 4 REASONS

1. STESS, DEPRESSION, ANXIETY
2. INFECTIONS
3. STOMACH, LIVER, VOMITING
4. MUSCULOSKELETAL

FTE DAYS LOST BY SCHOOL TYPE

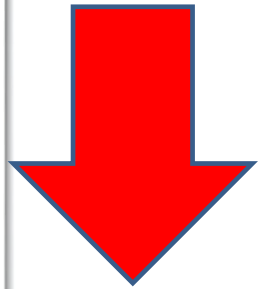


QUARTER 3 2017/18 DASHBOARD

ATTENDANCE - SCHOOLS (NON-TEACHING)

21

DAYS LOST PER FTE AT 31/12/17



31/12/2016
2.53

2.76

31/12/2017
2.76



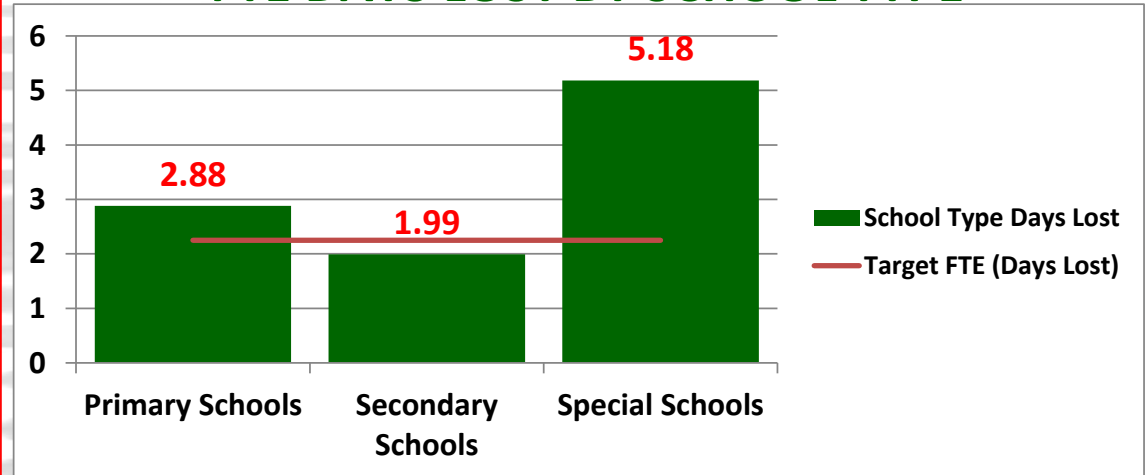
Downturn of 0.23

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TOP 4 REASONS

1. INFECTIONS
2. MUSCULOSKELETAL
3. STOMACH, LIVER, VOMITING
4. STRESS, DEPRESSION, ANXIETY

FTE DAYS LOST BY SCHOOL TYPE



QUARTER 3 2017/18 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

22

LEAVERS - Q3

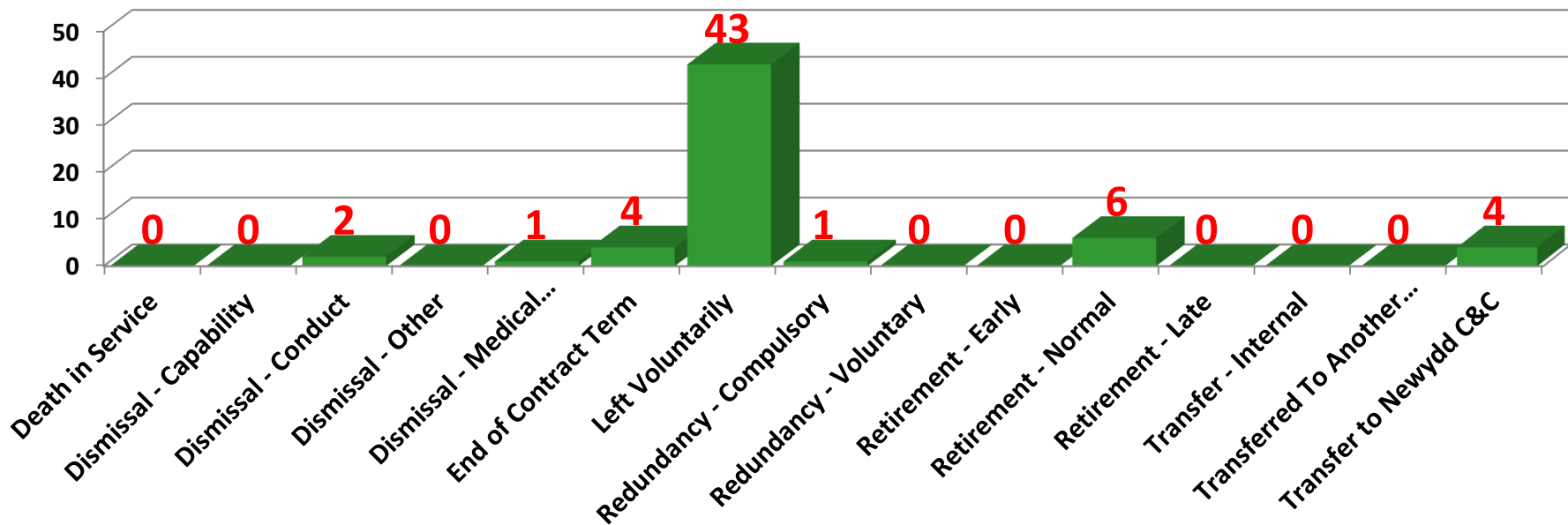
61

LEAVERS - 2017/18

321

LEAVER REASON - Q3

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QUARTER 3 2017/18 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS (TEACHING)

LEAVERS - Q3

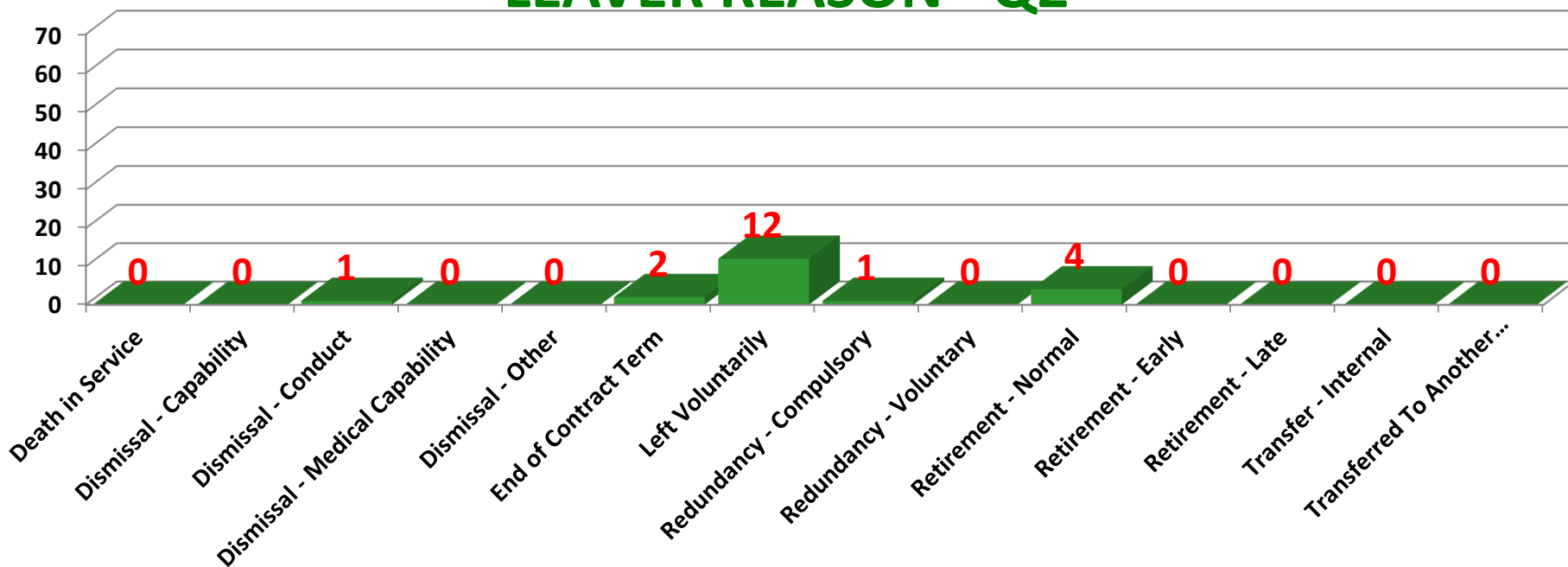
20

LEAVERS - 2017/18

146

LEAVER REASON - Q2

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QUARTER 3 2017/18 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS (NON-TEACHING)

LEAVERS - Q3

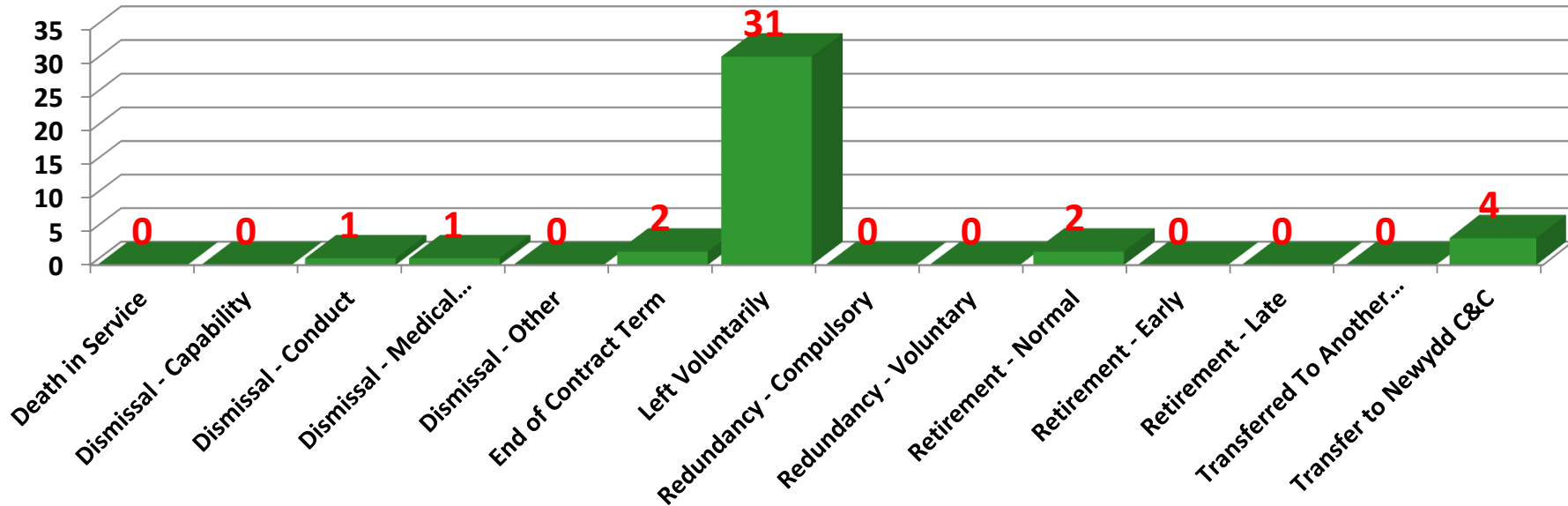
41

LEAVERS - 2017/18

175

LEAVER REASON - Q3

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QUARTER 3 2017/18 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

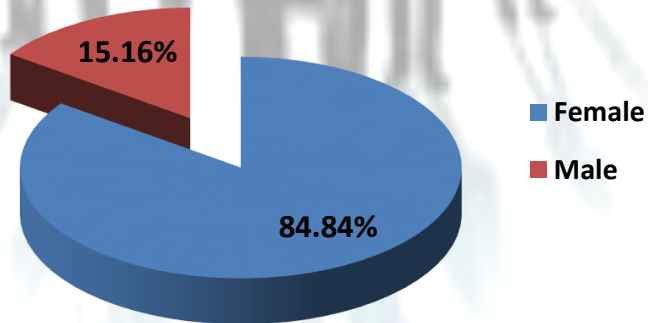
MALE

485
(15.16%)

FEMALE

2,715
(84.84%)

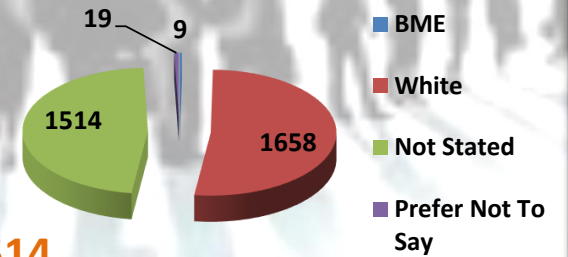
GENDER BREAKDOWN (%)



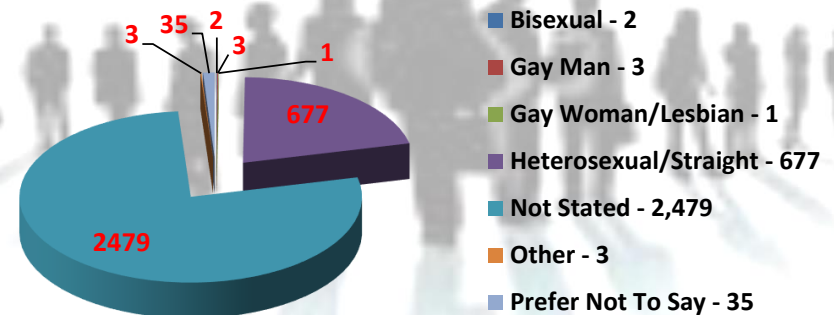
ETHNICITY

BME - 9
WHITE - 1,658
PREFER NOT TO SAY - 19
NOT STATED - 1,514

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION



QUARTER 3 2016/17 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS (TEACHING)

GENDER BREAKDOWN

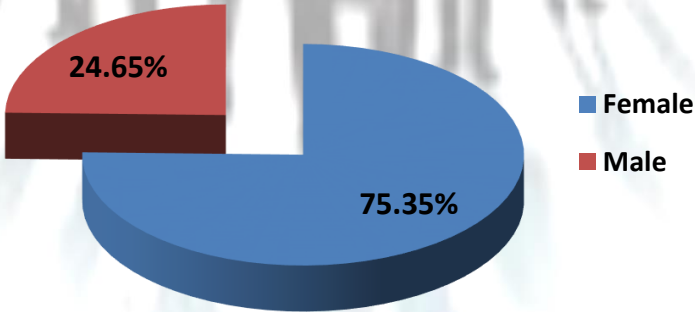
MALE

338
(24.65%)

FEMALE

1,033
(75.35%)

GENDER BREAKDOWN (%)

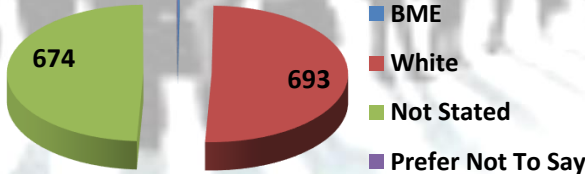


Page 92

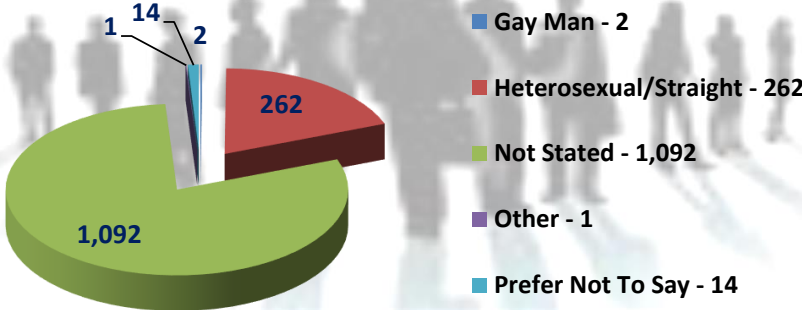
ETHNICITY

BME - 3
WHITE - 693
PREFER NOT
NOT STATED - 674

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION



QUARTER 3 2017/18 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS (NON-TEACHING)

GENDER BREAKDOWN

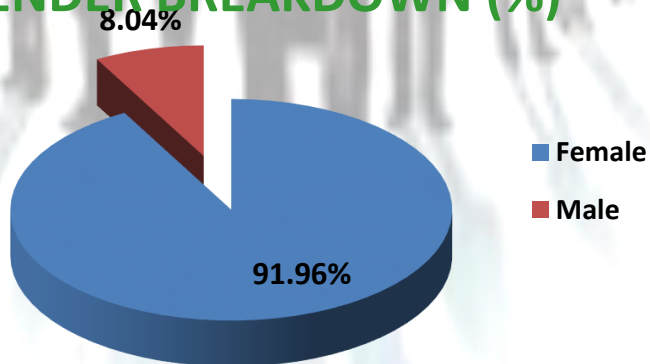
MALE

147
(8.04%)

FEMALE

1,682
(91.96%)

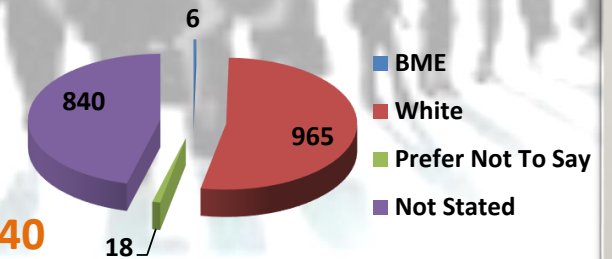
GENDER BREAKDOWN (%)



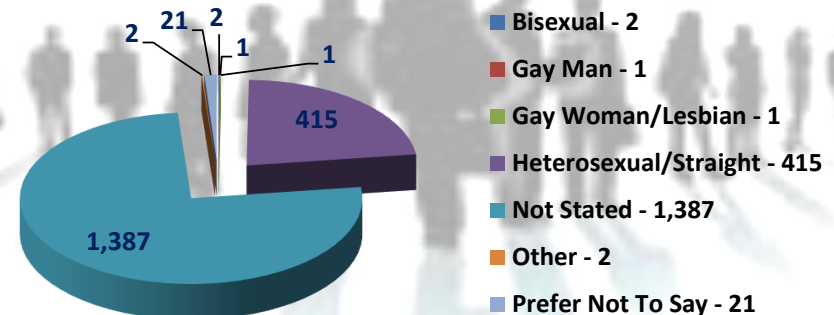
ETHNICITY

BME - 6
 WHITE - 965
 PREFER NOT TO SAY - 18
 NOT STATED - 840

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION



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CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday, 15 February 2018
Report Subject	Revenue Budget Monitoring 2017/18 (Month 9) and Capital Programme Monitoring (Month 9)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 9) Report and the Capital Programme 2017/18 (Month 9) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2017/18 (Month 9) 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 9) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2017/18 (MONTH 9) AND CAPITAL PROGRAMME 2017/18 (MONTH 9)
1.01	The Revenue Budget Monitoring 2017/18 (Month 9) report will be presented to Cabinet on Tuesday 20 February 2018. A copy of the report is attached as Appendix A to this report.

1.02	The Capital Programme 2017/18 (Month 9) report will be presented to Cabinet on Tuesday 20 February 2018. A copy of the report is attached as Appendix B to this report.
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2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Month 9) and in Appendix B; Capital Programme 2017/18 (Month 9).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Month 9) and in Appendix B; Capital Programme 2017/18 (Month 9).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2017/18 (Month 9). Appendix B; Capital Programme 2017/18 (Month 9).

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

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

7.03	(3) Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.

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CABINET

Date of Meeting	Tuesday, 20 February 2018
Report Subject	Revenue Budget Monitoring 2017/18 (MONTH 9)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the 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 9 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 £0.908m greater than budget
- Projected contingency reserve balance as at 31 March 2018 of £4.174m

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 st March 2018.
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2	To note the projected final level of balances on the Housing Revenue Account (HRA).
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REPORT DETAILS

1.00	EXPLAINING THE MONTH 9 POSITION																																																																											
1.01	<p><u>Council Fund Overall Position</u></p> <p>The operating deficit reported is £0.908m greater than the budget which is an increase of £0.062m in the deficit reported last month.</p>																																																																											
1.02	<p>Council Fund Latest In-Year Forecast</p> <p>The table below shows the projected position by portfolio.</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">TOTAL EXPENDITURE AND INCOME</th> <th style="text-align: center;">Original Budget</th> <th style="text-align: center;">Revised Budget</th> <th style="text-align: center;">Projected Outturn</th> <th style="text-align: center;">In-Year Over / (Under) spend</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td style="text-align: right;">61.471</td> <td style="text-align: right;">62.454</td> <td style="text-align: right;">63.290</td> <td style="text-align: right;">0.836</td> </tr> <tr> <td>Community & Enterprise</td> <td style="text-align: right;">12.518</td> <td style="text-align: right;">12.540</td> <td style="text-align: right;">11.617</td> <td style="text-align: right;">(0.886)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td style="text-align: right;">27.467</td> <td style="text-align: right;">27.578</td> <td style="text-align: right;">29.684</td> <td style="text-align: right;">2.132</td> </tr> <tr> <td>Planning & Environment</td> <td style="text-align: right;">5.043</td> <td style="text-align: right;">4.931</td> <td style="text-align: right;">5.253</td> <td style="text-align: right;">0.296</td> </tr> <tr> <td>Education & Youth</td> <td style="text-align: right;">10.966</td> <td style="text-align: right;">10.981</td> <td style="text-align: right;">11.171</td> <td style="text-align: right;">0.187</td> </tr> <tr> <td>Schools</td> <td style="text-align: right;">88.862</td> <td style="text-align: right;">88.928</td> <td style="text-align: right;">88.862</td> <td style="text-align: right;">0.000</td> </tr> <tr> <td>People & Resources</td> <td style="text-align: right;">4.283</td> <td style="text-align: right;">4.118</td> <td style="text-align: right;">4.572</td> <td style="text-align: right;">0.486</td> </tr> <tr> <td>Governance</td> <td style="text-align: right;">7.675</td> <td style="text-align: right;">7.655</td> <td style="text-align: right;">7.764</td> <td style="text-align: right;">0.108</td> </tr> <tr> <td>Organisational Change 1</td> <td style="text-align: right;">5.801</td> <td style="text-align: right;">5.587</td> <td style="text-align: right;">5.843</td> <td style="text-align: right;">0.077</td> </tr> <tr> <td>Organisational Change 2</td> <td style="text-align: right;">2.422</td> <td style="text-align: right;">2.288</td> <td style="text-align: right;">1.985</td> <td style="text-align: right;">(0.292)</td> </tr> <tr> <td>Chief Executive</td> <td style="text-align: right;">3.008</td> <td style="text-align: right;">2.926</td> <td style="text-align: right;">2.796</td> <td style="text-align: right;">(0.132)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td style="text-align: right;">25.642</td> <td style="text-align: right;">25.172</td> <td style="text-align: right;">23.228</td> <td style="text-align: right;">(1.905)</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">255.156</td> <td style="text-align: right;">255.156</td> <td style="text-align: right;">256.065</td> <td style="text-align: right;">0.908</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	£m	Social Services	61.471	62.454	63.290	0.836	Community & Enterprise	12.518	12.540	11.617	(0.886)	Streetscene & Transportation	27.467	27.578	29.684	2.132	Planning & Environment	5.043	4.931	5.253	0.296	Education & Youth	10.966	10.981	11.171	0.187	Schools	88.862	88.928	88.862	0.000	People & Resources	4.283	4.118	4.572	0.486	Governance	7.675	7.655	7.764	0.108	Organisational Change 1	5.801	5.587	5.843	0.077	Organisational Change 2	2.422	2.288	1.985	(0.292)	Chief Executive	3.008	2.926	2.796	(0.132)	Central & Corporate Finance	25.642	25.172	23.228	(1.905)	Total	255.156	255.156	256.065	0.908
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1.03	The reasons for the projected variances are summarised within Appendix 1 with key significant portfolio variances explained in paragraphs 1.04 to 1.10																																																																											

	<p>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 & Transportation</u></p> <p>There is a projected overspend of £2.132m 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 which were detailed in the Month 4 report.</p> <p>The net position on the projected overspend excluding the conscious changes to policy and practice is a now an operating deficit of £0.795m.</p>
1.05	<p><u>Social Services</u></p> <p>The projected outturn for Out of County placements in Children's Services is currently £1.462m over budget due to the number of high cost placements, this is an increase of £0.097m from the figure reported in month 8.</p>
1.06	<p><u>Education & Youth</u></p> <p>The projected outturn for the education element of Out of County placements is reporting an overspend of £0.322m. This is an increase of £0.092m from the amount reported in month 8. This increase is due to a number of new placements which have commenced within this period as well as extending the duration of two placements.</p>
1.07	<p>There is a continuing risk in the volatility of demand for Out of County Placements and the impact on service costs which cannot be predicted with any certainty. There is always a risk of significant variances occurring such as those reported in paragraphs 1.05 and 1.06 above. This area continues to be closely monitored.</p>
1.08	<p><u>Planning & Environment</u></p> <p>There is a projected in-year Planning Fee Income shortfall of £0.255m due to the impact of the Welsh Government requirements for major developers to enter into pre consultation as detailed in the previous report.</p>
1.09	<p><u>Community & Enterprise</u></p> <p>There is a projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.556m based on current demand which will be kept under review throughout the year together. There is also a favourable variance on the Council Tax Collection fund of £0.440m due to Single Person Discount review work.</p>

1.10	<p><u>Central & Corporate Finance</u></p> <p>There is a positive variance of £1.905m projected within this area which is mainly due to the finalisation of social care funding issues as previously reported.</p> <p>The projected underspend reported in month 8 has increased by £0.142m and is mostly due to an expected increase in the support services recharge to the HRA which has occurred as a result of an annual review of support charges.</p> <p>Major variances within this area include a positive variance on the pension fund contributions, due to a lower than anticipated pressure to fund the in-year increase due to the actuarial review of £0.325m, offset by a shortfall in the income target of £0.407m and lower than anticipated levels of car parking income at County Hall of £0.080m.</p> <p>There is also a positive variance due to the auto enrolment of employees to the pension scheme which became effective in October 2017 (now deferred until January 2018). As employers are legally compelled to enrol eligible staff into a qualifying pension scheme budget provision was set aside to meet potential pension contribution costs. Early analysis indicates that the actual numbers are less than originally estimated, and when combined with the postponement of the auto enrolment date, gives a favourable in year variance of £0.443m.</p>
1.11	<p><u>Significant Movements between Month 8 and Month 9 Budget</u></p> <p>Most budget transfers between portfolios this month are minor, however there was a significant movement transferring budget for pension deficit recovery from Organisational Change 1 to Central and Corporate Finance. This was an accounting adjustment.</p>
1.12	<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 £7.966m (94%) of the efficiencies would be achieved which is 1% 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>

1.13	<p>Tracking of In Year Risks and Emerging Issues</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>
1.14	<p>In addition to the known risks referred to above there are also a number of new risks which have emerged in-year and are incorporated into the projected outturn.</p>
1.15	<p>A comprehensive and robust piece of work has been undertaken to assess the risks and mitigations of these variances and any potential impacts on the 2018/19 budget. The outcome of this work is detailed in the 'Stages One and Two of the Council Fund Budget 2018/19 and Planning for the Closing Stage Three' report which is reported to Council on 30 January 2018.</p>
1.16	<p>Winter Maintenance</p> <p>As at the 8th January the Winter Maintenance budget has been expended in full due to the recent snow event and adverse weather which could result in the use of the winter maintenance reserve. An average winter consists of 70 turnouts and 5 snow days. The service has currently had 83 turnouts to date with the potential for further adverse weather over the next few months. A total of 2,024 tonnes of salt was spread during the snow period in December.</p>
1.17	<p>Inflation</p> <p>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).</p>
1.18	<p>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.</p>
1.19	<p>A limited amount of funding was set aside in the 2017/18 budget for non-standard inflation (NSI) and to date no allocations have been made. Until the impact of the winter months is known it is difficult to project accurately the final costs and any likely contribution from the allocation. These areas continue to be closely monitored and updates will be provided in future reports.</p>
1.20	<p>Reserves and Balances</p> <p><u>Un-earmarked Reserves</u></p> <p>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.</p>

1.21	Taking into account the current projected overspend at Month 9 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2018 is projected to be £4.174m as detailed in appendix 4.																																																																																												
1.22	<p>Earmarked Reserves</p> <p>The table below gives a summary of earmarked reserves as at 1 April 2017 and provides an estimate of projected balances as at the end of the current financial year.</p>																																																																																												
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Total	20,326,710	10,056,278																																																																																											
1.24	As requested at the previous Corporate Resources Overview Scrutiny Committee further work has been undertaken to review the reserves and balances which have not been drawn upon this financial year. An update on this work will be provided verbally to the Committee.																																																																																												
1.25	<p>Housing Revenue Account</p> <p>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.</p>																																																																																												

1.26	The 2017/18 budget for the HRA is £33.633m which includes a movement of £0.035m from reserves.
1.27	The Month 9 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%.

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required

4.00	RISK MANAGEMENT
4.01	There are in-year risks and emerging issues which are covered in the main section of the report from paragraph 1.13 to 1.16. Details of these risks were reported in full within the Month 4 report.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 8 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

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required. Contact Officer: Sara Dulson (Finance Manager) Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk

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

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.031	Reduction in Residential Care property income
Resources & Regulated Services	0.052	Residential and Nursing Care reduction in service user contributions income
Other Minor Variances	(0.002)	
Disability Services		
Resources & Regulated Services	(0.142)	Additional income from Supporting People reserve and former Independent Living Fund
Transition & Disability Services	0.044	Changes to salary allocations - Social Worker previously funded from Integrated Care Fund and one off funding for project support
Other Minor Variances	0.013	
Mental Health Services		
Residential Placements	(0.102)	Reduction in placements, changes to 1 other care package costs and increased income
Other Minor Variances	0.029	Net minor variances, each less than £0.025m the largest of these variances an increase in outturn Substance Misuse for £0.023m.
Children's Services		
Professional Support	0.041	Children's Integrated Disability Service (CIDS) - increased staffing and direct payments to service users
Out of County Placements	0.097	Changes to placement costs and 1 new high cost placement
Other Minor Variances	0.024	
Development & Resources		
Other Minor Variances	(0.022)	
Total Social Services	0.063	
Community & Enterprise		
Customer And Housing Services	0.014	Minor variances.
Council Fund Housing	0.018	Minor variances.
Regeneration	0.003	Minor variances.
Revenues & Benefits	0.007	Minor variances.
Housing Programmes	(0.004)	Minor variances.
Total Community & Enterprise	0.037	
Streetscene & Transportation		
Ancillary Services & Performance		
Waste Collection	0.030	Delay in the development of the new Rockcliffe HRC site.
Other Minor Variances	(0.005)	Minor variances.
Highways Network		
Other Minor Variances	0.002	Minor variances.
Transportation & Logistics		
Other Minor Variances	0.001	Minor variances.
Total Streetscene & Transportation	0.028	

Planning & Environment		
Business		
Minor Variances	0.002	Minor variances.
Community		
Minor Variances	(0.002)	Minor variances.
Development		
Minor Variances	(0.008)	Minor variances.
Access		
Minor Variances	(0.001)	Minor variances.
Shared Services		
Minor Variances	0.000	Minor variances.
Strategy		
Other Minor Variances	(0.014)	Minor variances.
Total Planning & Environment	(0.024)	
Education & Youth		
Inclusion & Progression	0.077	Adverse movement in variance largely relates to Out of County placements £0.075m. Several new placements have been agreed during the period, two placements due to end have also been extended. Includes other minor variances from within service area £0.002m.
School Improvement Systems	(0.015)	Minor variances from across service area. Includes savings from a current vacant post.
Business Change & Support	0.002	Minor variances from across service area.
Total Education & Youth	0.064	
Schools	(0.000)	
People & Resources		
HR & OD	0.008	Minor variances.
Corporate Finance	0.023	Minor variances.
Total People & Resources	0.031	
Governance		
Legal Services	0.003	Minor variances.
Democratic Services	0.013	Minor variances.
Internal Audit	0.000	Minor variances.
Procurement	(0.022)	Minor variances.
ICT	(0.000)	Minor variances.
Total Governance	(0.005)	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	0.001	Minor variances.
Museums	(0.000)	Minor variances.
County Archives	0.001	Minor variances.
Leisure	0.000	Minor variances.
Community Assets	0.000	Minor variances.
Total Organisational Change 1	0.002	
Organisational Change 2		
Administrative Buildings	(0.005)	Minor variances.
Agricultural Estates	0.011	Minor variances.
Property Asset And Development	0.017	Minor variances.
Caretaking & Security	(0.008)	Minor variances.
Industrial Units	(0.044)	£0.027m underspend resulting from a reduced repairs and maintenance spend. Minor variances £0.017m.
CCTV & Open Spaces	0.017	Minor variances.
Minor Variances	0.023	Minor variances.
Total Organisational Change 2	0.011	
Chief Executive	(0.002)	Minor variances.

Central and Corporate Finance	(0.142)	Review of Support Service charges has led to increased income charge to the Housing Revenue Account £0.104m. Apprentice Tax Levy reduced £0.030m due to increased data. Pension Fund reduced variance £0.030m surplus of budget, impact of Alternative Delivery model. Minor variances increase by £0.022m
Grand Total	0.062	

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	15.990	15.616	(0.375)	(0.406)	Residential and Nursing Care reflects a projected overspend of £0.107m due to the increase in service users as a consequence of the increase in the Residential Care capital limit from £24,000 to £30,000 which wasn't fully funded by Welsh Government. Domiciliary Care reflects a projected underspend of £0.099m based on existing service users. Other underspends include a projected underspend of £0.105m on Intake/First Contact of which £0.071m is due to part year vacancy savings from within the Single Point of Access team. Locality Teams staffing reflects a projected underspend of £0.245m due to short term vacancy savings for a number of posts. Overall net minor variances amount to £0.033m.	Continue to lobby Welsh Government seeking regional support on the basis that the additional funding allocated by Welsh Government was inadequate to meet the full cost of additional service users.
Reablement Services	0.469	0.398	(0.071)	(0.074)	Reablement reflects a projected underspend of £0.071m which is due to additional Continuing Health Care (CHC) funding from BCUHB	Continue to monitor and review.
Community Equipment Contribution	0.478	0.373	(0.105)	(0.100)	Following review 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.	These savings have been earmarked for future realignment to meet some of the revenue costs funding requirement for the new Flint Extra Care facility - Llys Raddington.
Resources & Regulated Services	5.983	5.565	(0.418)	(0.470)	The main influences on the projected underspend of £0.418m are short term vacancy savings within extra care schemes £0.207m due to recruitment and retention difficulties in the care sector. Additional residential client contributions amount to £0.236m, and other minor variances amount to a net +£0.025m.	Continue to monitor and review.
Minor Variances	0.234	0.231	(0.003)	(0.002)		
Disability Services						
Resources & Regulated Services	19.744	19.805	0.061	0.202	The reduced projected overspend of £0.061m is mainly due to demand influences within in-house and externally provided Supported Living, there are some offsetting under and overspends within Work Opportunities/Day Centre and PDSI services are being reviewed with a view to corrective action being taken by way of budget realignment.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Disability Services	0.716	0.531	(0.185)	(0.186)	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	0.027	(0.142)	(0.153)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review.
Minor Variances	0.692	0.733	0.041	(0.003)		
Mental Health Services						
Residential Placements	1.140	1.402	0.263	0.365	Ongoing pressure due to the numbers of long term residential placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Minor Variances	2.525	2.463	(0.062)	(0.090)		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Children's Services						
Family Placement	2.464	2.667	0.203	0.188	The projected overspend is due to the number of children in care. There has been an increase in the number of children who are subject to Foster Care/Special Guardianship/Adoption who have moved through the age barriers. Other influences include new adoption and Special Guardianship Order (SGO) payments and new Foster Carers entering the system, foster carers progressing from Level 1, 2, 3 and 4. Travel costs and Christmas and birthday allowances.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Family Support	0.296	0.370	0.074	0.073	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	5.059	0.250	0.209	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	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Out of County Placements	3.641	5.103	1.462	1.365	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.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Minor Variances	1.291	1.307	0.016	0.007		
Development & Resources						
Charging Policy income	(2.641)	(2.783)	(0.142)	(0.148)	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	0.907	0.097	0.098	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.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Good Health	0.941	0.820	(0.121)	(0.116)	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	2.696	(0.008)	0.014		
Total Social Services	62.454	63.290	0.836	0.773		
Community & Enterprise						
Customer And Housing Services	1.568	1.615	0.046	0.033	Additional expenditure projected on Temporary Homeless Accommodation of £0.035m resulting from a reduction in Housing Benefit income due to Universal Credit roll out. Other variances within the service £0.011m.	Continue to monitor increased expenditure in the Homelessness Service and report on any significant variances.
Council Fund Housing	(0.372)	(0.415)	(0.043)	(0.061)	Net efficiency of £0.043m across the service arising from vacancy savings in Accommodation Support £0.110m, increased expenditure on alarm monitoring £0.036m and the purchase of carelink equipment £0.038m. Other variances across the service £0.007m.	Continue to monitor expenditure in 17/18 and into 18/19.
Regeneration	0.412	0.512	0.100	0.097	Variance relates to Markets income review £0.052m and unachieved framework income for Energy Efficiency projects within 2017/18 £0.050m. Includes other minor variances £0.002m.	Continue to closely monitor income levels.
Revenues & Benefits	10.792	9.798	(0.994)	(1.001)	Projected underspend on the budgeted provision for Council Tax Reduction Scheme £0.556m. Anticipated surplus on the Council Tax Collection Fund following the conclusion of the Single Person Discount review work £0.440m. Other minor variances of £0.002m from across the service.	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Housing Programmes	0.140	0.145	0.005	0.009	Minor variances.	Continue to monitor and review.
Total Community & Enterprise	12.540	11.654	(0.886)	(0.923)		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Ancillary Services & Performance						
Waste Collection	7.118	7.589	0.470	0.440	<p>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.</p> <p>Environment and Sustainable Development (ESD) grant pressure £0.111m due to the reduction of the grant in 17/18 of 3.7%.</p> <p>Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate £0.075m.</p> <p>Increase in CPI apply to the waste treatment contract of 2.8% above the 1% built into the monitoring, 0.030m.</p> <p>£0.020m pressure from additional NNDR costs due to the reassessment of two HRC sites.</p> <p>Potential risk around plastic recycling prices. Its expected in 6 months time prices will drop due to external market factors.</p>	<p>Energy production income levels being monitored monthly and contracts being prepared for the service to be outsourced.</p> <p>Reported in Programme Board Efficiency Tracker</p> <p>Keep under review as part of MTFS Indicative reduction in ESD grant for 18/19 - £0.299m</p>
Parking & Enforcement	(0.084)	0.017	0.102	0.109	<p>Shortfall of income from Flint Car Parking £0.100m. Pressure due to the town centre redevelopment being ongoing and impacting on the rollout of changes across the town.</p>	<p>Keep under review as part of MTFS</p> <p>Reported in Programme Board Efficiency Tracker</p>
Other Minor Variances	0.796	0.795	(0.001)	(0.003)		
Highways Network						
Highways Network	7.466	7.812	0.345	0.344	<p>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.</p> <p>Street lighting energy prices above the 2% standard with an increase of 16% resulting in a pressure of £0.131m.</p> <p>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.</p> <p>Balance a cumulative amount of minor variances.</p> <p>As at the 8th January the Winter Maintenance budget has been expended due to the recent snow event and adverse weather which will result in the use of winter maintenance reserves. Average winter consists of 70 turnouts and 5 snow days. The service has currently had 83 turnouts to date with the potential for further adverse weather over the next few months. 2,024 tonnes of salt was spread during the snow period in December.</p>	<p>Keep under review as part of MTFS.</p> <p>Reported in Programme Board Efficiency Tracker. Continue to monitor street lighting energy prices.</p>
Transportation & Logistics						
Logistics & Resource Services	4.518	4.707	0.189	0.188	<p>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. Minor variances £0.039m.</p>	<p>Keep under review as part of MTFS</p>
School Transport	4.734	4.919	0.185	0.185	<p>Ongoing additional subsidy costs following reprocurement for covering various school transport routes £0.185m</p>	<p>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 through the transportation retendering exercise.</p>
Transportation	1.598	2.439	0.842	0.841	<p>Ongoing additional subsidy costs following reprocurement for covering various public transport routes and the delay in introducing the Bus Subsidy efficiency in 17/18 £0.840m</p>	<p>Keep under review as part of MTFS.</p> <p>Reported in Programme Board Efficiency Tracker</p>
Other Minor Variances	1.432	1.431	(0.001)	(0.000)		
Total Streetscene & Transportation	27.578	29.710	2.132	2.104		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Business						
Pollution Control	0.476	0.525	0.049	0.056	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.	Funding for one post secured from Homelessness Grant Community And Housing
Minor Variances	1.086	1.076	(0.010)	(0.019)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
Community						
Pest Control	0.004	0.058	0.054	0.050	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	0.896	0.845	(0.052)	(0.046)	Cumulative minor variances from a number of services.	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Development						
Development Management	(0.384)	(0.148)	0.236	0.255	The projected Planning Fee Income shortfall is currently £0.255m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast but the number of applications has increased. The annual income target for non-statutory Pre-Application Fees was met in Q1 and income has continued to remain at consistent levels. Minor variances £0.019m.	Continue to monitor Planning Fee levels and adjust projection accordingly
Minor Variances	0.158	0.117	(0.041)	(0.052)	Minor variances.	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Access						
Greenfield Valley	0.326	0.292	(0.034)	(0.039)	Vacancy savings and reduced zero hours contracts	Service review within Countryside is currently being undertaken
Minor Variances	1.015	1.007	(0.008)	(0.003)	Minor variances.	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Shared Services						
Minor Variances	0.177	0.177	(0.000)	(0.000)	Minor variances.	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Strategy						
Minor Variances	0.833	0.818	(0.015)	(0.013)	Minor variances.	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Management Strategy	0.343	0.460	0.117	0.130	Balance of Business Planning Efficiencies for Staffing	Continue to monitor committed expenditure and reduce/remove expenditure where possible
Total Planning & Environment	4.931	5.227	0.296	0.320		
Education & Youth						
Inclusion & Progression	6.843	7.165	0.322	0.245	Variance largely relates to Out of County placements £0.337m. Several new placements identified during the period, two placements due to end have also been extended. Includes other minor variances from across the service area £0.015m.	Continue close monitoring arrangements and updates following moderation meetings.
Integrated Youth Provision	1.343	1.297	(0.046)	(0.047)	Minor variances from across service area.	
School Improvement Systems	1.807	1.758	(0.049)	(0.034)	Minor variances from across service area.	
Business Change & Support	0.377	0.337	(0.040)	(0.042)	Minor variances. Includes savings following the review of software purchase.	
Minor Variances	0.611	0.611	0.000	(0.000)		
Total Education & Youth	10.981	11.168	0.187	0.123		
Schools	88.928	88.928	(0.000)	0.000		
People & Resources						
HR & OD	2.029	2.227	0.198	0.190	The overspend is due to partial achievement of business planning efficiency and loss of income contribution from Wrexham Occupational Health Services	Service delivery options are being considered for the Occupational Health Service
Corporate Finance	2.089	2.376	0.288	0.265	This is due to the roll out of manager self service and the operating model review taking longer than planned	Continue to look for income maximisation a progress structural review
Total People & Resources	4.118	4.603	0.486	0.455		
Governance						
Legal Services	0.688	0.705	0.017	0.014	Minor variances	Continue to monitor and review
Democratic Services	1.924	1.942	0.018	0.005	Minor variances	Continue to monitor and review
Internal Audit	0.443	0.375	(0.068)	(0.069)	The underspend is due to in-year vacancies	Continue to monitor and review
Procurement	0.168	0.274	0.106	0.128	Due to conscious decision to no longer pursue supplier income for registration onto the Councils payment portal	Pressure to be considered as part of the MTFs
ICT	4.432	4.467	0.035	0.035	Minor variances	Continue to monitor and review
Total Governance	7.655	7.763	0.108	0.114		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 1						
Public Libraries & Arts, Culture & Events	0.763	0.770	0.007	0.006	Minor variances.	Continue to monitor and report on any significant variances.
Museums	0.028	0.028	(0.000)	(0.000)	Minor variances.	Continue to monitor and report on any significant variances.
County Archives	0.286	0.290	0.004	0.003	Minor variances.	Continue to monitor and report on any significant variances.
Leisure	4.485	4.552	0.067	0.067	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 report on any significant variances.
Community Assets	0.024	0.024	0.000	0.000	Minor variances.	Continue to monitor and report on any significant variances.
Total Organisational Change 1	5.587	5.664	0.077	0.075		
Organisational Change 2						
Administrative Buildings	1.241	1.125	(0.115)	(0.111)	£0.107m estimated efficiencies from the closure of phases 3 and 4 in County Hall. Other minor variances	Continue to monitor and report on any significant variances.
Enterprise Centres	(0.041)	(0.041)	(0.000)	(0.000)	Minor Variances	
Agricultural Estates	(0.189)	(0.149)	0.040	0.028	Minor Variances	Continue to monitor and report on any significant variances.
Property Holdings	0.015	(0.031)	(0.046)	(0.025)	Minor Variances	Continue to monitor and report on any significant variances.
Property Asset And Development	0.446	0.361	(0.084)	(0.101)	£0.066m in year salary savings. Other minor variances £0.018m.	Continue to monitor and report on any significant variances.
Caretaking & Security	0.302	0.252	(0.050)	(0.042)	£0.018m contractor savings. Other minor variances £0.032m.	Continue to monitor and report on any significant variances.
CPM & Design Services	0.691	0.517	(0.174)	(0.217)	£0.095m projected additional fee income above target. £0.070m in year salary savings. Other minor variances £0.009m.	Continue to monitor and report on any significant variances.
Industrial Units	(1.153)	(1.065)	0.089	0.132	£0.089m as a result of unachieved rental income, to be offset against office efficiencies.	Continue to monitor and report on any significant variances.
Minor Variances	0.977	1.025	0.048	0.031		
Total Organisational Change 2	2.288	1.996	(0.292)	(0.303)		
Chief Executive	2.926	2.794	(0.132)	(0.130)	Due to in-year vacancy savings and underspends on specialist budgets such as sustainable development, Your Community/Your Council and public relations.	Continue to monitor and review
Central and Corporate Finance	25.172	23.267	(1.905)	(1.763)	An underachievement on the income target of £0.407m, though work is continuing to identify areas of opportunity. Support Services recharge, has resulted in a shortfall of £0.130m due to a reduction in overall operating costs. Car parking permit income shortfall of £0.080m. Reduced audit fees, underspend of £0.127m. 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. Projected Pension fund variance £0.325m due to surplus of budget required for increase in contributions in 2017/18. Apprentice Tax Levy underspend of £0.079m, increased data has enabled a more accurate projection. Auto enrolment of employees to the pension scheme became effective in October 2017. Early analysis indicates that the actual numbers are less than estimated which gives a favourable in year variance of £0.443m. Windfall income an underachievement of £0.060m.	Work is continuing to identify areas of opportunity to generate income. Keep under review as part of MTFS considerations. Social Services - keep under review as part of MTFS considerations to assess 18/19 impact. Pension Fund / Apprentice Tax Levy - Keep under review in year to consider potential for mitigation of 18/19 pressure. Auto enrolment - further analysis is required to assess the impact on 2018/19.
Grand Total	255.156	256.065	0.908	0.846		

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)
People & Resources			
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)
Total People & Resources	0.476	0.277	(0.199)
Governance			
ICT - Reduction in management, staff and non pay costs.	0.350	0.310	(0.040)
Total Governance	0.350	0.310	(0.040)
Social Services			
Develop alternative approaches to in house day services and work opportunity schemes.	0.250	0.162	(0.088)
Total Social Services	0.250	0.162	(0.088)
Education & Youth			
Music Service to move to full cost recovery model.	0.035	0.012	(0.023)
Total Education & Youth	0.035	0.012	(0.023)
Organisational Change 1			
Alternative Delivery Models	0.415	0.335	(0.080)
Total Organisational Change 1	0.435	0.355	(0.080)
Community & Enterprise			
Council Tax Reduction Scheme.	0.200	0.756	0.556
Total Community & Enterprise	0.200	0.756	0.556
Streetscene & Transportation			
Develop energy production at landfill.	0.100	0.000	(0.100)
Review subsidised bus routes.	0.350	0.000	(0.350)
Total Streetscene & Transportation	0.450	0.000	(0.450)
Planning & Environment			
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)
Total Planning & Environment	0.205	0.062	(0.143)
Total 2017/18 Budget Efficiencies		100	8.433
Total Projected 2017/18 Budget Efficiencies Underachieved		6	0.467
Total Projected 2017/18 Budget Efficiencies Achieved		94	7.966

Movements on Council Fund Unearmarked Reserves

	£m	£m
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		(0.908)
Total Contingency Reserve as at 31st March 2018		4.174

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 9 - SUMMARY

Service	Revised Budget (Em)	Projected Outturn (Em)	Variance (Em)	Last Month Variance (Em)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(32.269)	(32.349)	(0.080)	0.005	£0.079m reflects the decision to delay implementation of Service Charges to 1st April 2018 (from January 2018) to allow more time for full consultation. £0.034m relates to the loss of income on garages following refurbishments and demolition. £0.187m relates to a reduction in the contribution towards the provision for bad debts. £0.064m relates to Council Tax credits. £0.052m relates to both delays in the handover of new properties and loss of income relating to the number of void properties. The remaining £0.006m relates to minor variances.	
Capital Financing - Loan Charges	7.545	7.486	(0.059)	(0.134)	£0.118m relates to a reduction in the expected interest charge for HRA borrowing. This is because interest rates have remained low since the Brexit referendum. Borrowing costs have also been minimised through efficient treasury management. £0.016m relates to a reduction in the minimum revenue payment (MRP). This is calculated based on the total HRA borrowing at 31st March 2017 which was slightly lower than assumed in the budget. £0.075m relates to the anticipated support services charge relating to Corporate Management and Democratic Representation.	
Estate Management	1.633	1.583	(0.049)	(0.043)	Minor Variance	
Landlord Service Costs	1.386	1.380	(0.006)	(0.009)	Minor Variance	
Repairs & Maintenance	8.559	8.041	(0.518)	(0.406)	A saving of £0.518m is anticipated on Repairs and Maintenance. £0.210m relates to staffing costs. £0.347m relates to subcontractor spend. This expenditure is reflected in the capital budget. £0.035m relates to increased costs for Fleet damage to vehicles. The remaining £0.004m relates to minor variances.	
Management & Support Services	2.273	2.227	(0.046)	(0.066)	Minor Variance	
Capital Expenditure From Revenue (CERA)	10.863	11.470	0.608	0.594	The variance of £0.608m 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	0.197	0.151	0.151	£0.146m relates to SHARP pre-development costs which were approved by Cabinet in March 2017. If these schemes are approved before 31st March 2018, then costs will be capitalised. The remaining £0.005m relates to minor variances.	In March 2017 Cabinet approved progression of site investigation works on several possible sites for SHARP. If, for any reason, schemes are not approved by 31st March 2018, these costs will be charged to the HRA.
Contribution To / (From) Reserves	(0.035)	(0.035)	0.000	0.000	No variance	
Total Housing Revenue Account	(0.000)	0.000	0.000	(0.000)		



CABINET MEETING

Date of Meeting	Tuesday 20th February 2018
Report Subject	Capital Programme Monitoring 2017/18 (Month 9)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report By	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2017/18 since Month 6 (September 2017) to the end of month 9 (December 2017), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase of £0.748m during the period. This is comprised of:-

- Increases in the programme of £1.245m (CF £1.245m, HRA £0m);
- Decreased by Carry Forward to 2018/19 of £0.497m approved by Cabinet at Month 6.

Actual expenditure was £37.314m.

The Final Settlement announced by Welsh Government (WG) in December 2017 reduced annual capital funding in 2018/19 onwards by £0.118m per annum, thereby increasing the shortfall in the total programme (2017/18 - 2019/20) by £0.236m. However, due to the level of receipts generated in year the current position is a surplus of £0.201m. This means that funding is now in place for all schemes approved as part of the 2017/18 budget round, including allocations for 2018/19 and 2019/20.

RECOMMENDATIONS	
(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the additional Prudential Borrowing of £0.400m in regard to AURA capital works as set out at 1.16
(3)	Cabinet are requested to approve the carry forward adjustments set out at 1.17.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 9 CAPITAL PROGRAMME MONITORING POSITION- 2017/18																																																																																																																						
	Background																																																																																																																						
1.01	The Council approved a Council Fund (CF) capital programme of £19.435m and a Housing Revenue Account (HRA) capital programme of £27.744m for 2017/18 at its meeting of 14 th 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.																																																																																																																						
	Changes since Budget approval																																																																																																																						
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:-																																																																																																																						
	<p>Table 1</p> <table border="1"> <thead> <tr> <th rowspan="3">REVISED PROGRAMME</th> <th rowspan="3">Original Budget 2017/18</th> <th rowspan="3">Carry Forward from 2016/17</th> <th colspan="3">2017/18 Previously Reported</th> <th rowspan="3">Changes - This Period</th> <th rowspan="3">Revised Budget 2017/18</th> </tr> <tr> <th>Changes</th> <th>Carry Forward to 2018/19</th> <th>Savings</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Chief Executives</td> <td>0.100</td> <td>0</td> <td>0</td> <td>(0.035)</td> <td>0</td> <td>0</td> <td>0.065</td> </tr> <tr> <td>People & Resources</td> <td>0.250</td> <td>0.153</td> <td>(0.150)</td> <td>0</td> <td>0</td> <td>0</td> <td>0.253</td> </tr> <tr> <td>Governance</td> <td>0.620</td> <td>0.145</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.765</td> </tr> <tr> <td>Education & Youth</td> <td>7.792</td> <td>0.453</td> <td>0.736</td> <td>0</td> <td>0</td> <td>(0.065)</td> <td>8.916</td> </tr> <tr> <td>Social Care</td> <td>2.145</td> <td>0</td> <td>0.023</td> <td>(1.725)</td> <td>0</td> <td>0</td> <td>0.443</td> </tr> <tr> <td>Community & Enterprise</td> <td>5.044</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.580</td> <td>5.624</td> </tr> <tr> <td>Planning & Environment</td> <td>0.000</td> <td>1.011</td> <td>0.065</td> <td>(0.581)</td> <td>0</td> <td>0.088</td> <td>0.583</td> </tr> <tr> <td>Transport & Streetscene</td> <td>2.110</td> <td>0.820</td> <td>6.089</td> <td>(0.431)</td> <td>0</td> <td>0.352</td> <td>8.940</td> </tr> <tr> <td>Organisational Change 1</td> <td>0.524</td> <td>0</td> <td>2.122</td> <td>0</td> <td>0</td> <td>0.240</td> <td>2.886</td> </tr> <tr> <td>Organisational Change 2</td> <td>0.850</td> <td>1.007</td> <td>0</td> <td>(0.055)</td> <td>0</td> <td>0.050</td> <td>1.852</td> </tr> <tr> <td>Council Fund Total</td> <td>19.435</td> <td>3.589</td> <td>8.885</td> <td>(2.827)</td> <td>0.000</td> <td>1.245</td> <td>30.327</td> </tr> <tr> <td>HRA Total</td> <td>27.744</td> <td>0</td> <td>1.351</td> <td>0</td> <td>0</td> <td>0</td> <td>29.095</td> </tr> <tr> <td>Programme Total</td> <td>47.179</td> <td>3.589</td> <td>10.236</td> <td>(2.827)</td> <td>0.000</td> <td>1.245</td> <td>59.422</td> </tr> </tbody> </table>	REVISED PROGRAMME	Original Budget 2017/18	Carry Forward from 2016/17	2017/18 Previously Reported			Changes - This Period	Revised Budget 2017/18	Changes	Carry Forward to 2018/19	Savings	£m	£m	£m	Chief Executives	0.100	0	0	(0.035)	0	0	0.065	People & Resources	0.250	0.153	(0.150)	0	0	0	0.253	Governance	0.620	0.145	0	0	0	0	0.765	Education & Youth	7.792	0.453	0.736	0	0	(0.065)	8.916	Social Care	2.145	0	0.023	(1.725)	0	0	0.443	Community & Enterprise	5.044	0	0	0	0	0.580	5.624	Planning & Environment	0.000	1.011	0.065	(0.581)	0	0.088	0.583	Transport & Streetscene	2.110	0.820	6.089	(0.431)	0	0.352	8.940	Organisational Change 1	0.524	0	2.122	0	0	0.240	2.886	Organisational Change 2	0.850	1.007	0	(0.055)	0	0.050	1.852	Council Fund Total	19.435	3.589	8.885	(2.827)	0.000	1.245	30.327	HRA Total	27.744	0	1.351	0	0	0	29.095	Programme Total	47.179	3.589	10.236	(2.827)	0.000	1.245	59.422
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1.04	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.																																																																								
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1.05	Changes during this period have resulted in a net increase in the programme total of £1.245m (CF £1.245m, HRA £0m). A summary of the changes, detailing major items, is shown in Table 2 below:-																																																																								
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1.06	At Month 6 a projected overspend of £0.481m was reported due mainly to pressure on the DFG budget, but that funding was available to be introduced to mitigate this. This has now been done.																																																																								
1.07	At Month 6 a projected overspend of £0.081m was reported pending receipt of match funding monies from AURA and Section 106 monies. These have now been introduced to match projected expenditure.																																																																								

1.08	Works have been undertaken at Broughton CP to increase teaching space following the transfer of the former library and youth centre space to the school. These works have been funded by Section 106 monies.																																																																																																																													
1.09	Waste Collaborative Change Programme (CCP) funding has been received from WG to enable works to develop the Council's composting operation.																																																																																																																													
1.10	Additional Local Transport Grant funding has been awarded to finance the purchase of community minibuses (£0.083m) and improvements to zebra crossing and other facilities at Ysgol Maes Pennant, Mostyn (£0.069m).																																																																																																																													
1.11	Budgets within the Schools Modernisation area have been re-aligned to reflect anticipated expenditure levels following revised cash flows from contractors. This will lead to lower Prudential Borrowing in the current financial year with the expenditure and funding rephased to 2018/19.																																																																																																																													
	Capital Expenditure compared to Budget																																																																																																																													
1.12	Expenditure as at Month 9, across the whole of the capital programme was £37.345m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 62.79% of the budget has been spent (CF 52.14%, HRA 73.90%). Corresponding figures for Month 9 2016/17 were 70.81% (CF 70.08%, HRA 71.57%).																																																																																																																													
1.13	The table also shows a projected underspend (pending carry forward and other adjustments) of £0.964m on the Council Fund and a projected underspend of £0.100m on the HRA.																																																																																																																													
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1.14	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.
1.15	For each of the Council Fund areas above showing an overspend, Community & Enterprise and Planning & Environment, alternative funding sources are available, either from reserves or external grants/contributions, and these will be introduced prior to outturn.
1.16	Progress is being made on implementing the capital projects at Mold Leisure Centre and Jade Jones Pavilion originally estimated at just under £2.000m and being managed through prudential borrowing by the Council, with Aura Leisure and Libraries funding this through adjustments to their funding agreement with the Council. The contract for Mold Leisure Centre has been signed and works started on site in late January. Work is still taking place to agree a final design solution for Jade Jones Pavilion. The proposed approach to undertake works on the health facility and wet changing rooms, when added to the costs of the scheme at Mold, is estimated to cost just under £2.400m and approval is requested in this report to agree to an increase of £0.400m in the prudential borrowing allocation to these schemes. There is an increase in risk if Aura Leisure and Libraries are unable to fund this amount, however to mitigate this risk further work has taken place on demand assessments and the risks will be reviewed by the Partnership Board between the two organisations.
1.17	<p>Carry Forward into 2018/19</p> <p>During the quarter carry forward of £1.289m (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. In some circumstances amounts which have previously been identified as carry forward are reversed as it becomes clear that the expenditure is going to be incurred in the current financial year, this is the case with Solar Farms.</p>

1.18 Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-

Table 4

CARRY FORWARD INTO 2018/19	Previously Reported			Month 9	Total
	Month 4	Month 6	Sub Total		
	£m	£m	£m	£m	£m
Chief Executives	0	0.035	0.035	0.053	0.088
Education & Youth	0	0	0	0.249	0.249
Social Care	1.725	0	1.725	0	1.725
Planning & Environment	0.550	0.031	0.581	0	0.581
Transport & Streetscene	0.055	0.376	0.431	0.987	1.418
Organisational Change 2	0	0.055	0.055	0	0.055
Council Fund	2.330	0.497	2.827	1.289	4.116
Housing Revenue Account	0	0	0	0	0.000
TOTAL	2.330	0.497	2.827	1.289	4.116

Additional Allocations

1.19 No requests for additional resources have been received in this quarter.

Savings

1.20 No savings have been identified in the programme in this quarter.

Funding of 2017/18 Approved Schemes

1.21 The position at Month 9 is summarised in Table 5 below:-

Table 5

FUNDING OF APPROVED SCHEMES		
	£m	£m
Surplus from 2016/17	(4.688)	
Allocated to 2017/18 Budget	3.567	(1.121)
Increases		
Shortfall in Capital Programme	3.187	
Impact of Finnal Settlement	0.236	3.423
Decreases		
Actual In year receipts	(2.503)	
Savings		(2.503)
Funding - (Available)/Shortfall		(0.201)

1.22	<p>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.</p> <p>In addition, schemes put forward for the years 2017/18 - 2019/20 showed a potential shortfall in funding of £3.187m.</p> <p>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 14th February 2017.</p> <p>As a result of the Final Settlement received on 20th December, 2017, there has been a reduction in Flintshire's capital funding of £0.118m per annum. This has had the effect of reducing the available funding by £0.236m for 2018/19 onwards that was assumed when approving the 2017/18 - 2019/20 programme.</p> <p>Actual in year receipts as at Month 9 amount to £2.503m.</p> <p>However, due to the level of receipts generated in year the current position is a surplus of £0.201m. This means that funding is now in place for all schemes approved as part of the 2017/18 budget round, including allocations for 2018/19 and 2019/20.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	Financial implications - As set out in the body of the report.
2.02	Personnel implications - None directly as a result of this report.

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

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

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

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

7.00	GLOSSARY OF TERMS
7.01	<p>Budget Re-profiling: 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>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure which extends the useful life of an existing asset</p> <p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipts: Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p>Carry Forward: 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>CERA: Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.</p> <p>Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.</p> <p>Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p>MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.</p> <p>Non-current Asset: 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>

Section 106: Monies are received from developers/contractors pursuant to Section 106 of the Town & Country Planning Act 1990. These sums are available for use once the relevant terms of the individual agreement have been met. The monies are most commonly used for educational enhancement, play areas, highways and affordable housing.

Target Hardening: Measures taken to prevent unauthorised access to Council sites.

Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing - 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.

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

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
Council Fund :							
Chief Executives							
Clwyd Theatr Cymru	0.100	0	0	(0.035)	0	0	0.065
	0.100	0.000	0.000	(0.035)	0.000	0.000	0.065
People & Resources							
Headroom	0.250	0.010	(0.150)	0	0	0	0.110
Corporate Finance - H & S	0	0.143	0	0	0	0	0.143
	0.250	0.153	(0.150)	0.000	0.000	0.000	0.253
Governance							
Information Technology	0.620	0.145	0	0	0	0	0.765
	0.620	0.145	0.000	0.000	0.000	0.000	0.765
Education & Youth							
Education - General	0.250	0.032	(0.228)	0	0	(0.050)	0.004
Primary Schools	1.173	0.077	(0.573)	0	0	0.266	0.943
Schools Modernisation	5.952	0.072	0.359	0	0	(0.313)	6.070
Secondary Schools	0.417	0.027	0.878	0	0	0.032	1.354
Special Education	0	0.245	0.300	0	0	0	0.545
	7.792	0.453	0.736	0.000	0.000	(0.065)	8.916
Social Care							
Partnerships & Performance	0	0	0.023	0	0	0	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
	2.145	0.000	0.023	(1.725)	0.000	0.000	0.443
Community & Enterprise							
Urban / Rural Regeneration	0	0	0.120	0	0	0	0.120
Affordable Housing	3.548	0	0	0	0	0	3.548
Private Sector Renewal/Improv't	1.496	0	(0.120)	0	0	0.580	1.956
	5.044	0.000	0.000	0.000	0.000	0.580	5.624
Planning & Environment							
Closed Landfill Sites	0	0.250	0	(0.250)	0	0	0.000
Engineering	0	0.631	0	(0.331)	0	0	0.300
Energy Services	0	0	0.043	0	0	0.005	0.048
Rights of Way	0	0	0.022	0	0	0.033	0.055
Townscape Heritage Initiatives	0	0.130	0	0	0	0.050	0.180
	0.000	0.000	0.000	(0.581)	0.000	0.088	0.583

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
Transport & Streetscene							
Waste - CCP Grant	1.000	0	0.677	0	0	0.200	1.877
Highways	1.110	0.448	3.365	(0.070)	0	0	4.853
Local Transport Grant	0	0	2.047	0	0	0.152	2.199
Solar Farms	0	0.372	0	(0.361)	0	0	0.011
	2.110	0.820	6.089	(0.431)	0.000	0.352	8.940
Organisational Change 1							
Leisure Centres	0.404	0	1.964	0	0	0	2.368
Play Areas	0	0	0.158	0	0	0.240	0.398
Libraries	0.120	0	0	0	0	0	0.120
	0.524	0.000	2.122	0.000	0.000	0.240	2.886
Organisational Change 2							
Administrative Buildings	0.600	0.302	0	(0.055)	0	0.050	0.897
Community Asset Transfers	0.250	0.705	0	0	0	0	0.955
	0.850	1.007	0.000	(0.055)	0.000	0.050	1.852
Housing Revenue Account :							
Disabled Adaptations	1.030	0	0	0	0	0	1.030
Energy Schemes	0.500	0	(0.150)	0	0	0	0.350
Major Works	1.472	0	0.020	0	0	0	1.492
Accelerated Programmes	0.450	0	0.200	0	0	0	0.650
WHQS Improvements	16.588	0	(0.070)	0	0	0	16.518
SHARP Programme	7.704	0	1.351	0	0	0	9.055
	27.744	0.000	1.351	0.000	0.000	0.000	29.095
Totals :							
Council Fund	19.435	3.589	8.885	(2.827)	0	1.245	30.327
Housing Revenue Account	27.744	0	1.351	0	0	0	29.095
Grand Total	47.179	3.589	10.236	(2.827)	0.000	1.245	59.422

CHIEF EXECUTIVES

Capital Budget Monitoring 2017/18 - Month 9

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			
Clwyd Theatr Cymru	0.065	0.011	0.012	(0.053)	(82)	(0.035)	Carry Forward - Timescale for full IT migration delayed until 2018/19	Request approval to move funding of £0.053m to 2018/19	
Total	0.065	0.011	0.012	(0.053)	(82)	(0.035)			

PEOPLE & RESOURCES

Capital Budget Monitoring 2017/18 - Month 9

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			
Corporate Finance - Health & Safety	0.143	0	0.143	0	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	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
Total	0.253	0.000	0.253	0.000	0	0.000			

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2017/18 - Month 9

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	0.022	0.765	0	0	0			All projects are underway and full spend is anticipated by year end
Total	0.765	0.022	0.765	0.000	0	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	0.004	0.005	0.004	0	0	0			
Primary Schools	0.943	0.791	0.935	(0.008)	(1)	0	Carry Forward - Funding to cover retention monies held	Request approval to move funding of £0.008m to 2018/19	
Schools Modernisation	6.070	3.264	6.070	0	0	0			
Secondary Schools	1.354	1.326	1.321	(0.033)	(2)	0	Carry Forward - Funding to cover retention monies held	Request approval to move funding of £0.033m to 2018/19	
Special Education	0.545	0.218	0.337	(0.208)	(38)	0	Carry Forward - Funding to cover DD/SEN schemes, which are now programmed to commence during the Summer term 2018 holidays. This is to prevent excessive disruption to the schools involved	Request approval to move funding of £0.208m to 2018/19	
Total	8.916	5.605	8.667	(0.249)	(3)	0.000			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2017/18 - Month 9

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	0.032	0.023	0	0	0			
Learning Disability	0.320	0.139	0.320	0	0	0			
Children's Services	0.100	0.031	0.100	0	0	0			
Total	0.443	0.201	0.443	0.000	0	0.000			

Variance = Budget v Projected Outturn

COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Urban / Rural Regeneration	0.120	0.137	0.137	0.017	14	0.053	Flint project now complete, over running from previous financial year	The overspend is to be met from Reserves.	
Affordable Housing	3.548	2.894	3.548	0	0	0			Funding for NEW Homes for The Walks, Flint
Private Sector Renewal / Improvement	1.956	1.720	1.960	0.004	0	0.428			
Total	5.624	4.750	5.645	0.021	0	0.481			

Variance = Budget v Projected Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0	0.013	0.222	0.222		0	WG grant funding agreed for 2 projects Ddol Quarry & Leadmines, beginning January, 2018 for 8 weeks	Introduce WG grant funding now confirmation has been received	
Engineering	0.300	0.040	0.300	0	0	(0.031)			
Energy Services	0.048	0.049	0.049	0.001	2	0			
Rights of Way	0.055	0.039	0.055	0	0	0			
Townscape Heritage Initiatives	0.180	0.184	0.245	0.065	36	0	Delayed project now started and expected to complete by year end	Additional funding from HLF and contribution from CADW to be introduced to cover increased expenditure	
Total	0.583	0.324	0.871	0.288	49	(0.031)			

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services - Collaborative Change Programme (CCP)	1.877	0.238	0.877	(1.000)	(53)	0	Carry Forward - The majority of the expenditure in the development of the new HRC site now taking place in 2018/19	Request approval to move funding of £1,000m to 2018/19	
Highways	4.853	3.327	4.869	0.016	0	(0.070)	Overspend of £0.016m due to additional roads that require urgent resurfacing		
Local Transport Grant	2.199	0.165	2.199	0	0	0			
Solar Farms	0.011	0.015	0.024	0.013	118	(0.306)	Expenditure in year higher than anticipated	Request approval to reverse funding of £0.013m from 2018/19 to 2017/18	
Total	8.940	3.745	7.969	(0.971)	(11)	(0.376)			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2017/18 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	2.368	0.210	2.368	0	0	0			The agreed R&M works are due to complete by the end of the year. Works at Mold Leisure Centre to commence Feb 18
Play Areas	0.398	0.325	0.398	0	0	0.081			
Libraries	0.120	0.009	0.120	0	0	0			
Total	2.886	0.545	2.886	0.000	0	0.081			

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2017/18 - Month 9

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	0.897	0.415	0.897	0	0	(0.055)			
Community Asset Transfers	0.955	0.195	0.955	0	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
Total	1.852	0.610	1.852	0.000	0	(0.055)			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2017/18 - Month 9

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	0.422	1.030	0	0	0			
Energy Services	0.350	0.266	0.350	0	0	0			
Major Works	1.492	1.745	1.992	0.500	34	1.000	Increased Major voids resulting in a potential £500k overspend	To be met from CERA or Prudential Borrowing	
Accelerated Programmes	0.650	0.672	0.750	0.100	15	0	Increased Asbestos works resulting in a potential £100k overspend	Shortfall to be met from WHQS underspend	
WHQS Improvements	16.518	13.491	16.418	(0.100)	(1)	0			
SHARP	9.055	4.905	8.455	(0.600)	(7)	0		Ongoing monitoring required	Delayed works at Melrose Centre and Dairy Site. These are ongoing programmes and any unspent allocation will be rephased to 2018/19 at outturn
Total	29.095	21.501	28.995	(0.100)	(0)	1.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2017/18 - Month 9

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			
Chief Executive's	0.065	0.011	0.012	(0.053)	(82)	(0.035)			
People & Resources	0.253	0	0.253	0	0	0			
Governance	0.765	0.022	0.765	0	0	0			
Education & Youth	8.916	5.605	8.667	(0)	(3)	0			
Social Care	0.443	0.201	0.443	0	0	0.000			
Community & Enterprise	5.624	4.750	5.645	0.021	0	0.481			
Planning & Environment	0.583	0.324	0.871	0.288	49	(0.031)			
Transport & Streetscene	8.940	3.745	7.969	(0.971)	(11)	(0.376)			
Organisational Change 1	2.886	0.545	2.886	0	0	0.081			
Organisational Change 2	1.852	0.610	1.852	0	0	(0.055)			
Sub Total - Council Fund	30.327	15.813	29.363	(0.964)	(3)	0.065			
Housing Revenue Account	29.095	21.501	28.995	(0.100)	(0)	1.000			
Total	59.422	37.314	58.358	(1.064)	(2)	1.065			

Variance = Budget v Projected Outturn



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 February, 2018
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

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

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
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">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Robert Robins Democratic Services Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Improvement Plan: 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

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DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Thursday 15 th March 2018 10.00 a.m.	Quarter 3 Council Plan 2017/18 Monitoring Report Strategic Equality Plan Annual Report 2016/17 Flintshire Public Service Board Wellbeing Plan Revenue Budget Monitoring 2017 / 18 Forward Work Programme	<p>Quarter 3 Council Plan 2017/18 Monitoring Report 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</p> <p>Review</p> <p>To consider the Wellbeing plan, following the All Member workshop which was held on 8th February and before consideration by Cabinet and Council on 24th April.</p> <p>Monthly Monitoring</p> <p>Approval & Development</p>	Karen Armstrong Karen Armstrong/Fiona Mocko Karen Armstrong Sara Dulson Robert Robins
Thursday 19 th April 2018 10 am	'Equitable spending' Approach' Revenue Budget Monitoring 2017 / 18 Forward work programme	<p>To consider how the information (and frequency) of the notice of motion on spend per towns to show the 'equitable spend' approach might be developed</p> <p>Monthly Monitoring</p> <p>Approval and development</p>	Gary Ferguson Sara Dulson Robert Robins

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

Thursday, 17 th May 2018 10 am	Appraisals Progress Report	Monitoring	Sharon Carney
	Revenue Budget Monitoring 2017 / 18	Monthly monitoring	Sara Dulson
	Forward work programme	Approval and development	Robert Robins

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.