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To: Cllr Aaron Shotton (Leader)

Councillors: Bernie Attridge, Chris Bithell, Derek Butler, Christine Jones,
Billy Mullin, Ian Roberts and Carolyn Thomas

13 February 2019

Dear Councillor

You are invited to attend a meeting of the Cabinet which will be held at 9.30 am on Tuesday, 19th February, 2019 in the Clwyd Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 7 - 22)

Purpose: To confirm as a correct record the minutes of the meeting held on 22nd January 2019.

TO CONSIDER THE FOLLOWING REPORTS

STRATEGIC REPORTS

4 COUNCIL FUND BUDGET 2019/20 – THIRD AND CLOSING STAGE (Verbal)

Verbal report of Chief Executive, Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

Purpose: Council at its meeting on 29th January 2019 agreed to defer the consideration of the Council fund budget report pending the requirement for officers to review several specific areas of corporate finance. The outcome of this work was shared at the Member briefing on 14th February 2019.

Cabinet are re-invited to make recommendations to Council on the basis of the advice contained within the report to Cabinet on 22nd January and following consideration of the additional technical advice and professional opinion on corporate finance at the Member briefing on 14th February 2019.

5 DEVELOPMENT OF 2019/20 - 2021/22 CAPITAL PROGRAMME (Pages 23 - 46)

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

Purpose: To approve schemes for inclusion within the Capital Programme over the 3 year period 2019/20 – 2021/22.

6 HOUSING REVENUE ACCOUNT BUDGET 2019/20, HOUSING REVENUE ACCOUNT BUSINESS PLAN & CAPITAL PROGRAMME 2019/20 (Pages 47 - 88)

Report of Chief Officer (Housing and Assets), Corporate Finance Manager - Deputy Leader of the Council and Cabinet Member for Housing, Leader of the Council and Cabinet Member for Finance

Purpose: To approve and recommend to Council, the Housing Revenue Account Budget for 2019/20, Housing Revenue Account Business Plan and the summary Housing Revenue Account 30 year Business Plan.

7 MINIMUM REVENUE PROVISION 2019/20 POLICY (Pages 89 - 96)

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

Purpose: To approve the Council's policy for Minimum Revenue Provision (repayment of debt) for the financial year 2019/20.

8 TREASURY MANAGEMENT STRATEGY 2019/20 & TREASURY MANAGEMENT POLICY STATEMENT, PRACTICES AND SCHEDULES 2019/20 - 2021/22 (Pages 97 - 168)

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

Purpose: To recommend to Council the 2019/20 Treasury Management Strategy, 2019/20 – 2021/22 Treasury Management Policy, Practices and Schedules.

9 CAPITAL STRATEGY INCLUDING PRUDENTIAL INDICATORS 2019/20 - 2021/22 (Pages 169 - 188)

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

Purpose: To approve the Capital Strategy including a range of Prudential Indicators linked to the Capital Programme over the 3 year period 2019/20 – 2021/22.

10 DIVERSITY AND EQUALITY POLICY 2019 (Pages 189 - 212)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

Purpose: To approve the revised Diversity and Equality Policy prior to publication.

OPERATIONAL REPORTS

11 QUARTER 3 COUNCIL PLAN 2018/19 MONITORING REPORT (Pages 213 - 298)

Report of Chief Executive - Cabinet Member for Corporate Management and Assets

Purpose: To be assured of progress against the commitments and priorities in the Council Plan.

12 REVENUE BUDGET MONITORING 2018/19 (MONTH 9) (Pages 299 - 320)

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

Purpose: To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9, and projects forward to year-end.

13 **CAPITAL PROGRAMME 2018/19 (MONTH 9)** (Pages 321 - 346)

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

Purpose: To provide the Month 9 (end of December) capital programme information for 2018/19.

14 **DIGITAL STRATEGY UPDATE** (Pages 347 - 358)

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

Purpose: To provide an update on progress to define and deliver the Digital Strategy, with a summary of discussion in the recent Digital Strategy workshop with Members.

15 **ANNUAL CORPORATE SAFEGUARDING REPORT** (Pages 359 - 376)

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

Purpose: To note the work being undertaken to ensure that the Council fulfils its safeguarding responsibilities and to present the Annual Corporate Safeguarding report for approval before publication.

16 **EXERCISE OF DELEGATED POWERS** (Pages 377 - 378)

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

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

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

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

The report contains proposed terms for commercial transactions and the public interest in not revealing the information outweighs the public interest in revealing the information.

17 **ACCELERATED PAYMENT FACILITY** (Pages 415 - 420)

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

Purpose: To approve a scheme of quicker invoice payments to suppliers which could in turn generate income for the Council.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Robert Robins', with a horizontal line extending to the right.

Robert Robins
Democratic Services Manager

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CABINET
22ND JANUARY 2019

Minutes of the meeting of the Cabinet of Flintshire County Council held in the Clwyd Committee Room, County Hall, Mold on Tuesday, 22nd January 2019.

PRESENT: Councillor Aaron Shotton (Chair)

Councillors: Bernie Attridge, Chris Bithell, Christine Jones, Billy Mullin, Ian Roberts and Carolyn Thomas.

IN ATTENDANCE:

Chief Executive, Chief Officer (Governance), Chief Officer (Housing and Assets), Chief Officer (Education and Youth), Chief Officer (Streetscene and Transportation), Chief Officer (Social Services), Corporate Finance Manager, Senior Manager - Human Resources and Organisational Development, Overview and Scrutiny Facilitator and Team Leader – Democratic Services.

APOLOGY:

Councillor Derek Butler.

OTHER MEMBERS IN ATTENDANCE:

Councillors: Helen Brown, Carol Ellis, Patrick Heesom, Kevin Hughes and Mike Peers.

287. DECLARATIONS OF INTEREST

Councillors Bithell and Thomas declared personal interests in agenda item number 5 – Welsh Government Innovative Housing Programme – Land at St Andrew's Church, Garden City. Councillor Jones declared a personal and prejudicial interest in agenda item number 13 – 21st Century Schools Programme – Connah's Quay High School Project – Project Update. Councillors Attridge, Shotton and Thomas declared personal interests in agenda item number 16 – Review of Workforce Pay Model. Councillor Thomas declared a personal and prejudicial interest in agenda item number 17 – Capital Programme – Ysgol Castell Alun, Hope.

288. MINUTES

The minutes of the meeting held on 18th December 2018 were approved as a correct record.

RESOLVED:

That the minutes be approved as a correct record.

Councillor Shotton said that agenda item number 6 – Regional Carers Strategy would be considered first.

289. REGIONAL CARERS STRATEGY

Councillor Jones introduced the Regional Carers Strategy report which provided details of the key decisions and activities undertaken to develop a North Wales Carers Strategy.

The strategy was made up of three parts:

1. A North Wales Vision for Carers Services;
2. Service Standards; and
3. An Action Plan.

The vision for services was made up of a number of wellbeing outcomes and each organisation committed to the strategy would agree to achieve the following:

- Promote general awareness of carers and caring to the wider population and to all relevant staff in the health and care sector;
- Think carer in commissioning and assessing needs, with attention to rurality and those furthest from services for other reasons;
- Involve carers of all groups and communities in decision-making and planning processes; and
- The early identification of carers at first contact with services.

As employers, partners would be asked to identify carers in the organisation; adopt a carer friendly infrastructure; commit to equitable provision for carers; provide opportunities to hear the voice of carers in the workplace; and allow flexible working practices, where reasonable and practicable.

The Chief Officer (Social Services) said the strategy was in line with the Social Services and Well Being (Wales) Act 2014 which legislated for enhanced rights for carers of all ages and simplified the law, giving them, for the first time, equivalent rights to the person they cared for.

A Population Needs Assessment published on 1st April 2017 stated that carers provided a crucial role in the provision of care and support and it was estimated that they provided between 75% and 95% of care, saving £.72 billion every year in Wales.

He emphasised the importance of accessible information and advice being available to carers as there was evidence from carers that many were unaware of their rights. They also reported that they were also unaware of the information and support services that were available to them.

Councillor Shotton thanked the Chief Officer, Cabinet Member and the team for the work undertaken on the strategy and for recognising the value of carers and the support they needed.

Councillor Roberts commented on carers who were school children and the challenges they faced, such as attendance levels, punctuality and stress. The Chief Officer explained that a lot of work was undertaken with schools and young carers were a priority within the strategy. The Council worked with skilled third sector organisations who helped to identify school children who were carers and they were dealt with

sensitively and provided with reassurance and support. He referred to the 'Action for Access' card which was provided to young carers in school, but also said that over time it had been identified that this was only one way that support could be offered; daily support was available in schools which was key. However, there were also young carers that the authority were not aware of - schools, health colleagues and the voluntary sector worked closely with the Council to identify and provide support to those individuals.

Social and Health Care Overview and Scrutiny Committee had requested a dedicated meeting on young carers.

Councillors Bithell and Mullin welcomed the report, commenting on the importance of the work of the Council and all other organisations, and the commitment of all of the carers in the County.

RESOLVED:

That the North Wales Strategy be received and signed up to.

290. COUNCIL FUND BUDGET 2019/20 – THIRD AND CLOSING STAGE

Councillor Shotton introduced the Council Fund Budget 2019/20 – Third and Closing Stage report. He commented on the number of Member workshops and Overview and Scrutiny Committee meetings that had taken place where the portfolio resilience statements had been presented prior to the budget being approved at Stage 1 and then Stage 2.

The resilience statements highlighted the risks to service capacity and performance of any further budget reductions and they were accepted by each Overview and Scrutiny Committee and Cabinet. Each Overview and Scrutiny Committee, and Cabinet, also accepted that there was no scope for further reductions in Corporate Finance and Service Portfolios of any scale.

The Council had been central to campaigning across Wales for an improved Financial Settlement for local government through the collective case-making of the Welsh Local Government Association (WLGA) and its own press and social media-based campaign, #backtheask.

The Chief Executive explained that the Council needed to set a balanced budget to meet its legal duty – this was a collective responsibility of the whole Council. He emphasised the importance of the advice that would be given to Members by himself and the Section 151 Officer in their Statutory Officer roles.

A report would be submitted to County Council on 29th January 2019. There was a meeting on 19th February where a report could also be submitted, if required, which would be within the timescale of when a budget needed to be set by.

He reiterated that there was no scope for further reductions in cost estimates for Corporate Finance and Service Portfolios for 2019/20 of scale which had been accepted by Group Leaders, Overview and Scrutiny Committees, Cabinet and Council,

and that all options of any scale had been exhausted. Whilst the funding position for local government and Flintshire had improved on the original forecast, the Settlement was still inadequate to meet the funding requirements. Beyond a further financial intervention by Welsh Government (WG) the only remaining options to balance the budget were Council Tax income and drawing upon reserves and balances, noting that the scope for the latter was limited.

The revised gap was £3.1m and to achieve a legal and balanced budget a Council Tax rise in the region of 8.5% would be required after the small utilisation of reserves which was recommended at £0.189m. The addition of the increase in the North Wales Fire and Rescue Levy would take the overall Council Tax increase to a potential 8.9%.

The Corporate Finance Manager explained the revised budget gap and provided details of confirmed grant announcements for 2019/20. He confirmed that the only options to close the gap was through reserves and balances and Council Tax, if no further funding was received from WG. He also reiterated that there was only the limited amount of reserves and balances of £0.189m that he would recommend to be used, and provided details of the prudent level of reserves that were recommended for specific purposes which were detailed in the report.

The Chief Executive provided his opinion, which was detailed in the report, alongside the opinion of the Section 151 Officer.

The final budget forecast position, and the limited options available to the Council to fulfil its collective responsibility to set a legal and balanced budget were set out within the report. The advice on which to base a decision was clearly set out and there is no other concluding advice to give to Council.

He requested support of Members for two specific asks that he felt WG could provide further funding for, which were better positions for schools and Out of County placements support. If additional funding was provided for those areas it could result in the Council proposing a Council Tax rise of 6.5%, which WG had assumed as the average rise across Wales. Flintshire wished to be in a position where they could set the rise at 6.5%, or lower.

Work was being undertaken on information being made available to the public, as well as the Frequently Asked Questions area of the website.

Councillor Shotton said that following the #backtheask campaign he was grateful that the Council received some additional funding but that was not enough to continue to meet service demands without raising the Council Tax by such a high percentage. He did not want to shift the burden of cost pressures onto residents and he was reluctant to accept that it was the only way in which a legal and balanced budget could be set without further lobbying to WG. He thanked Councillor Kevin Hughes for arranging a delegation of Members to go to WG on 5th February to lobby for additional funding and he also welcomed the cross party support for this.

In the absence of any further funding from WG, he suggested an additional recommendation of 'Officers provide information on those non-mandatory services

where Council could review its policies and funding commitments. The information to include financial values (to the Council Tax payer) and the risks associated with making any changes to current commitments' which was supported.

The Chief Executive said that the options that would be provided would include things that could not be achieved by April and things he could not support in his professional role given the risks they posed. He provided examples of the % reduction to the Council Tax rise if certain services were cut, which were minimal. He also said that the Wales Audit Office endorsed that Flintshire was a well-managed financial authority.

Councillor Attridge said the position being faced by the Council was following political choices in WG where they voted for a budget that did not support local government. The #backtheask campaign had made the case clear for Flintshire and highlighted that Flintshire was a low funded Council. If the Council did not set a legal and balanced budget by the required date WG could send in Commissioners who would be ruthless and the County could see things such as care homes closing, which were the services the Council were trying to protect. He supported the continued lobbying of WG and asked if other Councils would be joining them on 5th February. Councillor Shotton said he would be speaking to Leader colleagues at meetings of the WLGA later that week and he would inform them of Flintshire's intention on 5th February.

Councillor Roberts commented on the seriousness of the situation that the Council was facing. However, he also commented on the excellent work undertaken by the Council during recent years, such as the council housing developments. He said he was disappointed with WG and their continued failure to support local government adequately. He and all Cabinet Members welcomed the opportunity to lobby WG on 5th February.

RESOLVED:

- (a) Cabinet note the updated budget forecast position as the basis for setting a legal and balanced budget for 2019/20;
- (b) Cabinet advise Council that in the absence of an improvement in the Local Government Settlement by Welsh Government then the Council will have to rely on a Council Tax rise in the region of 8.5% to meet its own expenditure requirements for 2019/20 (excluding the increase in the Levy of the North Wales Fire and Rescue Authority);
- (c) Cabinet invite Council to engage with Welsh Government – through a cross-party delegation - for an improved Local Government Settlement, in order to suppress Council Tax rises in Flintshire and across Wales, by specifically increasing recurring funding for schools and children's services; and
- (d) Officers provide information on those non-mandatory services where Council could review its policies and funding commitments. The information to include financial values (to the Council Tax payer) and the risks associated with making any changes to current commitments.

291. WELSH GOVERNMENT INNOVATIVE HOUSING PROGRAMME – LAND AT ST ANDREW’S CHURCH, GARDEN CITY

Councillor Attridge introduced the Welsh Government Innovative Housing Programme (IHP) – Land at St Andrew’s Church, Garden City report which provided details of the IHP and the bid application process.

The report also provided details on the proposed Modern Method of Construction to be utilised on the scheme and information on the terms and conditions attached to the grant award.

The scheme sought to support innovation covering construction techniques, delivery pathways and housing types across all tenures. The main aims of the IHP were outlined in full in the report.

The IHP had a target of 1,000 affordable homes as part of the Welsh Government (WG) 20,000 affordable homes target and had been approved for three years, with a budget of £90 million. The bidding process for Year 2 commenced in April 2018 and for the first time allowed projects from both private companies and social landlords to be considered. The site identified by the Council for the proposed IHP was situated to the west of Sealand Avenue and to the rear of the Church of St Andrew and the Curate’s house. In total the size amounted to 0.41 acres and had combined land under the current ownership of the Council with land bought from the Church of Wales in March 2017 using capital grant funding.

The Chief Officer (Housing and Assets) commented on the innovative scheme which saw on 16th October the Minister for Housing announcing that Flintshire had been successful with its submission for the development of 12 apartments with the flexibility to meet changing needs in social housing including apartment’s size, wheelchair accessibility and supported living on the site. It also provided an ideal opportunity to challenge the norm of developing through traditional forms of construction given its site location.

RESOLVED:

- (a) That the delivery of 12 new apartments on land at St Andrew’s Church, Garden City at a projected cost of £2.199m following the award of £1.1m capital grant through Welsh Government’s Innovative Housing Programme be approved; and
- (b) That Housing Revenue Account borrowing of £1.099m be approved to fund the balance of the total projected scheme cost.

292. THEATR CLWYD BUSINESS PLAN 2019-2021

The Chief Executive introduced the Theatr Clwyd Business Plan 2019-2021 which required Cabinet approval. He commented on the excellent work undertaken at the Theatr which had undergone a sustained transformation. He invited Mr Liam Evans-Ford, Executive Director at Theatr Clwyd, to the meeting to present the Business Plan.

Mr Evans-Ford thanked Cabinet for the opportunity to present the Business Plan and said the mission of the Theatr was 'Making the world a happier place, one moment at a time'. He provided information on the following:

- The continuation of the development of the family Christmas offer with their first Welsh language Christmas production;
- Winning the UK Theatre Award for Best Musical Production for *The Assassination of Katie Hopkins*;
- The three new Welsh language plays created and performed in the Roundabout Theatre on location in North Wales before being shared at the National Eisteddfod in Cardiff;
- Their TYFU programme which had continued to develop new apprentice positions in the workshop, creative engagement, catering and the lighting and sound team;
- The strong working partnership with Besi Cadwaladr University Health Board; and
- Employment of 85 full time equivalent core staff and over 115 casual staff employed over the last 12 months. Also 45 new volunteers which took the total volunteer number up to 150.

Councillor Shotton thanked Liam Evans-Ford for his presentation and commented on the visible positive differences at the Theatr which were impressive.

Councillor Jones paid tribute to the work undertaken at the Theatr with people with dementia which was invaluable for them and their carers.

As a member of the Board at Theatr Clwyd, Councillor Bithell also welcomed the report which had been presented and accepted at the last Board meeting. He said the Theatr reached out to communities across the County, offered a range of different programmes for different age groups, and provided an invaluable contribution to the local economy.

Councillor Mullin thanked Liam Evans-Ford and the team, on behalf of himself and Councillor Butler, for all of the work undertaken since the beginning of the transformation plan.

RESOLVED:

That the Theatr Clwyd Business Plan for 2019-21 be approved.

293. UPDATE ON THE FLEET CONTRACT

Councillor Thomas introduced the Update on the Fleet Contract report which provided details of progress made after the first two years of the contract, along with an evaluation of the efficiencies delivered by the change in delivery method.

The financial benefits and anticipated service benefits were outlined in the report.

The Chief Officer (Streetscene and Transportation) explained that the anticipated cumulative saving of fleet contract by year 2 was originally envisaged to be £49,106. The actual saving was £1,134,912; this was made up by the much improved position of non-cashable savings provided in large from the reduced processing of invoices.

RESOLVED:

That Cabinet be assured that the new fleet working arrangements are achieving the objectives agreed prior to the Fleet Contract being awarded.

294. REVENUE BUDGET MONITORING 2018/19 (MONTH 8)

The Corporate Finance Manager introduced the Revenue Budget Monitoring 2019/19 (Month 8) report which provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and the Housing Revenue Account. The report presented the position, based on actual income and expenditure, as at Month 8 of the financial year if all things remained unchanged.

The report included the impact of the grant funding announced by Welsh Government (WG) to support costs associated with Supporting Sustainable Social Services which equalled £0.611m.

The Council had received confirmation of its allocation of the £7.5m announced to contribute to the Teacher Pay Award which would be passported in full to schools.

A capital grant of £1m for road refurbishment had been announced by WG – the options for dealing with that grant were currently being considered and any impact on revenue would be included in future reports.

The projected year end position, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control was:

Council Fund

- An operating surplus of £0.026m (£0.325m at Month 7); and
- A projected contingency reserve balance as at 31st March 2019 of £7.689m, which when taking into account the agreed contributions for the 2019/20 budget reduced to £5.789m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.067m lower than budget; and
- A projected closing balance as at 31st March 2019 of £1.165m.

The report covered the Council Fund projected position; projected position by portfolio; Social Services; Out of County Placements; Streetscene and Transportation; tracking of in-year risks and emerging issues; achievement of planned in-year efficiencies; other tracked risks; independent inquiry into child sexual abuse; income;

recycling income; schools – risks and impacts; other in-year issues; reserves and balances; and earmarked reserves.

There were no comments to report from the recent Corporate Resources Overview and Scrutiny Committee. The Chief Executive confirmed that the information requested by that Committee at their meeting in December had since been provided.

RESOLVED:

- (a) That the overall report and the projected Council Fund contingency sum as at 31st March 2019 be noted; and
- (b) That the projected final level of balances on the Housing Revenue Account be noted.

295. REVIEW OF GARDEN WASTE CHARGES IN FLINTSHIRE

Councillor Thomas introduced the Review of Garden Waste Charges in Flintshire report which set out the outcome of the review and the associated financial assessment of the scheme.

In January 2018 Cabinet approved the introduction of a £30 subscription charge for the collection of all garden waste and the new service commenced in April 2018.

In the first year of the subscription process, 33,871 permits were sold which indicated that well over half of all residents previously using the service had subscribed for at least one bin to be collected under the new arrangement. The actual take up exceeded the financial target set for the service and generated an additional £166k over the £800k target.

The review considered the following areas and full details were outlined in the report:

- The subscription rate for 2019;
- The potential to extend the service to operate over a full year;
- Payment mechanisms;
- The use of technology to log payments and record collections; and
- The potential to offer a reduced concessional rate for residents on benefits.

The Environment Overview and Scrutiny Facilitator provided details of the discussions which had taken place at the Environment Overview and Scrutiny Committee meeting on 11th December 2018, which were:

- Larger bin to be provided and 2nd bin for free;
- The use of technology to be postponed until the opportunity for a larger bin was explored;
- Disappointment that a reduced rate was not being offered for residents on benefits; and
- Composting to be promoted.

Option 6 was proposed at the meeting, that the charge for the bin be set at £30 with any subsequent bin being free of charge, but the vote was lost. The recommendations as outlined in the Cabinet report were put to the vote and were carried.

The Chief Executive added that the surplus income received that was over the target was being used across the service and subsidising services such as the Household Recycling Centres.

In response to a question from Councillor Attridge, the Chief Officer said that had been no increases in fly tipping since the introduction of the charge.

RESOLVED:

- (a) That the continuation of the charging policy for the Garden Waste Service for 2019 and in subsequent years be supported;
- (b) That the existing charge of £30 for the Garden Waste Service be approved;
- (c) That it be approved that from 2019, the annual review of the Garden Waste charge should be included in the annual portfolio review of fees and charges; and
- (d) That the service explore an alternative, technology based system to monitor payments and notify the waste collectors of a paid subscription, in readiness for the 2020 season and that £30k of the funds raised in the 2018/19 financial year be approved to fund the new arrangement.

296. SIX MONTH REVIEW OF THE REVISED CAR PARKING CHARGES

Councillor Thomas introduced the Six Month Review of the Revised Car Parking Charges report.

Since the introduction of the revised charging scheme a number of suggested amendments to the charging arrangements had been received from various individuals, companies and public bodies. All of those suggestions had been assessed and considered against the existing strategy and were now put forward as viable or not viable within the constraints of the approved strategy.

The full list of suggested changes were detailed in appendix 3 to the report, together with an assessment of their acceptability within the strategy. The list also detailed the suggestions that could not be considered because they fell outside of the overarching parking strategy and the principles set down in the report to Cabinet in March 2018.

Councillor Thomas proposed an additional recommendation 'that officer's revise permits to enable part time workers to purchase lower cost permits that do not cover the whole week', which was supported.

The Environment Overview and Scrutiny Facilitator provided details of the discussions which had taken place at the Environment Overview and Scrutiny Committee meeting on 11th December 2018, which were:

- Request for two designated parking places for the Police in Holywell;
- Investment needed in the car parks, particularly to fix the pot holes;
- Free of Charge to continue for disabled spaces;
- Residents being unable to park outside their homes on Alexander Street in Shotton because of the charges at the nearby car park;
- Enforcement teams to be strengthened; and
- The need for a more local approach.

Councillor Peers had proposed that limitation number 2 ‘that any proposal will meet the principles of the Council’s car parking strategy and would promote management of the car parking network to provide available spaces and therefore access to the town centres’, be removed in relation to any proposals to amend or support car parking charges from Town Councils, but the vote was lost. The recommendations as outlined in the Cabinet report were put to the vote and were carried.

Following a question from Councillor Bithell, the Chief Officer explained that the four main reasons for the under recovery of the projected £240k income were outlined in full in the report.

RESOLVED:

- (a) That the content of the six month review of the new car park charging arrangements introduced in May 2018 be noted;
- (b) That the associated changes to the charging arrangements, which are considered to be within the boundaries and limitations of the overall strategy, be approved;
- (c) That the car parking arrangements and charges for railway stations be reviewed and options be reported back to Cabinet within three months; and
- (d) That officers revise permits to enable part time workers to purchase lower cost permits that do not cover the whole week.

297. FIXED PENALTY NOTICES FOR FLY TIPPING EVENTS

Councillor Thomas introduced the Fixed Penalty Notices for Fly Tipping Events report which sought approval for the introduction of Fixed Penalty Notices (FPN’s) for fly tipping offences in the event of low level fly tipping.

The Council received around 1,000 reports of fly tipping in the County every year. A small number of those were significant in size but the vast majority were small scale events such as black bags and bulky household items. It was not appropriate to issue FPN’s in every case of fly tipping and in the event of more significant events,

prosecuting should and would remain the most effective way of dealing with the situation.

Local authorities could set the amount of the fly tipping FPN at a level between £150 and £400, with a default amount of £200 if no amount was specified. An option for early payment of an amount no less than £120 could be made available and local authorities could retain the receipts to help contribute to the costs of dealing with fly tipping. It was suggested that the level of FPN in Flintshire be set initially at £200 and be monitored over the first year of introduction. The recognised standard period of 14 days for payment would apply and it was proposed that a reduced charge of £120 would be offered if it was paid within 10 days.

Councillor Bithell felt the amount should be at the higher end as it would act as a better deterrent. The Chief Executive explained that it was reasonable to set the price in the mid-range given it was a new initiative with no local charging history.

RESOLVED:

- (a) That the use of the new legislation to issue Fixed Penalty Notices for low level fly tipping offences be approved;
- (b) That the level of a Fixed Penalty Notice at £200, with a discount of £80 for early payment be approved; and
- (c) That a review of the level of Fixed Penalty Notice charge after one year be undertaken and delegated authority be granted to the Chief Officer after consultation with the Cabinet Member and Portfolio holder, to vary the level of the charge, if necessary.

298. 21ST CENTURY SCHOOLS PROGRAMME – CONNAH’S QUAY HIGH SCHOOL PROJECT – PROJECT UPDATE

Councillor Roberts introduced the 21st Century Schools Programme – Connah’s Quay High School Project – Project Update report which provided an explanation of the increase in project costs together with solutions to address the funding shortfall.

The project in its current form could not be achieved for the original estimate of £4m – the project figure was £300k above the original estimate taking the project to £4.3m.

The reasons for the increase were:

- Building materials cost increase due to variable market forces. Other contractors were also reporting similar issues across Wales and the wider UK as a whole;
- Additional areas of refurbishment had been included in the sports block since the original estimate. Originally the majority of the sports block was being refurbished with small areas and circulation spaces excluded. A better end product would be realised by including these areas; and

- Following re-inspection of the sports hall roof, additional works were required in that area.

The Chief Officer (Education and Youth) said there were two options available:

1. Reduce the scope of the project to bring it within the funding envelope; or
2. Redirect funding from other areas of the programme. Currently there was flexibility within the programme, given Cabinet's decision not to proceed with the Lixwm and Brynford proposed amalgamation (this option did not prohibit Cabinet's desire to invest in Brynford CP).

Following comments from Councillors Shotton and Attridge, the Chief Executive confirmed that the use of the facilities outside of school hours would be looked into, including the use of the changing rooms.

Having earlier declared a personal and prejudicial interest, Councillor Jones left the room during consideration of this item.

RESOLVED:

That the report and additional expenditure required to deliver the project be approved.

299. BUSINESS RATES – WRITE OFFS

Councillor Mullin introduced the Business Rates – Write Offs report which required Cabinet approval to write off debts.

Four Business Rates debts were considered to be irrecoverable for Limited Liability Companies that were no longer trading and had either been placed into administration or had been liquidised. Consequently, there were no assets and successful recovery of the Business Rate debt was no longer possible so a write off was necessary, totalling £217,396. Details of the companies were provided in the report.

The Chief Officer (Governance) explained that there were no direct financial implications for the Council or local taxpayers by writing off these debts as Business Rates were borne by the National Collection Pool for Wales. As the Collection Pool was supported by Welsh Government (WG), non-payment of rates did though have a wider impact on the Welsh taxpayer.

RESOLVED:

That the write off for the business rate debts be approved.

300. EXERCISE OF DELEGATED POWERS

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

Streetscene and Transportation

- **Senior Management Review**

To ensure service resilience and continuity on the departure of a senior manager an urgent review of senior manager posts and their roles was required. The portfolio management team has been adjusted from three to four senior posts of Highway Network Manager, Transportation Manager, Regulatory Services Manager and Service Delivery Manager with compensatory reductions in team size elsewhere to cross-fund the costs. The review has been completed within financial resources and within the bounds of the previously adopted organisational design model for the function.

Corporate Finance

- **Senior Management Review**

To conclude the Finance Function Modernisation Project there has been a managed reduction in post numbers within the service and a re-alignment of the Finance Manager and Accountant levels of management to:

1. Achieve the pre-set efficiencies target set within the Council Fund budget;
2. Realign resources to the changed portfolios within the Chief Officer Team; and
3. Ensure a resilient service to meet the needs for corporate governance, corporate financial management, corporate financial strategy and service portfolio financial management and planning.

The review has been completed within financial resources (on a reduced budget for the Finance function) and within the bounds of the previously adopted organisational design model for the function

Housing and Assets – Revenue Services

- **Council Rent – Application to Write Off of Tenancy Arrears**

Council Procedure Rules (section 5.2) stipulates that individual bad and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member. The write off request is in respect of one tenant who is subject to a Debt Relief Order (DRO). Rent arrears of £5,910.56 are included in the DRO which are now irrecoverable as a result of the award of the DRO.

- **Council Housing Revenue Account (HRA) Rents – Write Off of Former Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual bad debt and irrecoverable debts in excess of £5,000 are considered for write off in conjunction with the relevant Cabinet Member. The write off of unpaid rents in respect of three separate tenancies/cases has resulted in a requirement to write off a total balance of £19,691.78 against the Housing Revenue Account.

- **Council Housing Revenue Account (HRA) Rents – Write Off of Current Tenancy Arrears**

Financial Procedure Rules (section 5.2) stipulates that individual bad debt and irrecoverable debts in excess of £5,000 are considered for write off in

conjunction with the relevant Cabinet Member. The write off of unpaid rents in respect of three separate tenancies/cases has resulted in a requirement to write off a total balance of £13,042.82 against the Housing Revenue Account.

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

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraphs 14 and 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

301. REVIEW OF WORKFORCE PAY MODEL

The Chief Executive introduced the Review of Workforce Pay Model report which provide an overview of the impact of implementing the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19 – 2019/20) using the national model.

Detailed work had been completed on options for a new pay model which had to pass the tests of being legal and equitable, workable and sustainable, acceptable and affordable. The Council should also be setting itself the objective to become an accredited Foundation Living Wage Employer.

In response to a question, the Chief Executive confirmed that employees would be informed of the new pay model once negotiations with the Trade Unions had been concluded.

RESOLVED:

- (a) That the progress made in reviewing the Pay Model to incorporate the requirements of the 2nd year of the National Pay Award be noted and welcomed; and
- (b) That the Chief Executive be invited to conclude negotiations with the Trade Unions and agree and implement a revised pay model using his delegated powers provided that:-
 - 1. The new pay model meets the new tests as set out in the report;
 - 2. The new pay mode passes an Independent Equality Impact Assessment; and
 - 3. The recurring base cost does not exceed the provision within the draft 2019/20 budget by a tolerance greater than 5%.

302. CAPITAL PROGRAMME – YSGOL CASTELL ALUN, HOPE

Councillor Roberts introduced the Capital Programme – Ysgol Castell Alun, Hope report which detailed the opportunity for further investment in the school to provide a more cost effective solution to investment on the school site.

The report presented two options and highlighted the benefits and the risks.

Having earlier declared a personal and prejudicial interest, Councillor Thomas left the room during consideration of this item.

RESOLVED:

That option 1 for the continuation of the capital project be approved.

303. THE PROCUREMENT OF TRANSPORT ARRANGEMENTS FOR PARC ADFER

The Chief Executive introduced The Procurement of Transport Arrangements for Parc Adfer report.

In order for the residual waste from all the partner authorities to be taken to Parc Adfer, the partnership needed to procure a haulage contract(s). In accordance with the Partnership's Inter-Authority Agreement (IAA), Flintshire County Council was, on behalf of the Partnership, seeking to procure a haulage service.

In response to a question, the Chief Executive confirmed that delivery and exit routes would be recommended for all vehicles.

RESOLVED:

That the commencement of a procurement process to engage a regional transport provider for the waste material transported to the new North Wales Residual Waste Treatment Project be approved.

304. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There was 1 member of the press and no members of the public in attendance.

(The meeting commenced at 9.30 a.m. and ended at 12.55 p.m.)

.....
Chair



CABINET

Date of Meeting	Tuesday 19th February 2019
Report Subject	Development of 2019/20 – 2021/22 Capital Programme
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive, Chief Officer Housing & Assets and Corporate Finance Manager
Report Type	Strategic

EXECUTIVE SUMMARY

This report presents the Capital Programme for the period 2019/20 – 2021/22 for recommendation to Council.

The Council's capital programme encompasses investing significant resources in assets for the long term to enable the delivery of high quality, value for money public services. Assets include buildings (such as schools, care homes and day centres), infrastructure (such as highways, IT networks, and household recycling centres), and assets not owned by the Council (such as works to improve and adapt private sector homes). The proposed capital investments outlined within this report are closely aligned to portfolio service business plans and the Council Plan.

The Council has limited capital resources from Welsh Government to support Council priorities, needs and liabilities; however it has the powers to fund Capital schemes by borrowing, but this is temporary and ultimately the cost and repayment of any borrowing is charged to the Council's revenue budget. Schemes funded by borrowing are carefully considered due to the long term impacts on the Council's revenue budget.

The report 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.

Historically, much of the Council's programme has been funded from capital receipts and grants. However, the Council's ability to generate significant capital receipts is almost exhausted. Although the Council will wherever possible seek to identify assets for sale and other sources of funding such as specific grants and revenue contributions, the Council may need to use prudential borrowing to finance more of the programme going forward. In particular, the 21st Century Schools Band B programme is likely to be funded through Prudential Borrowing.

The Capital Strategy has been updated and is presented separately on the agenda. The Asset Management Plan will be updated later in the year to support the current and emerging longer term Council priorities.

The information in this report refers to Council Fund (CF) programme only, not the housing programme which is funded from the Housing Revenue Account and which is reported separately on this agenda.

RECOMMENDATIONS

1	To consider and approve the allocations and schemes in Table 4 (paragraph 1.04.1) for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2019/20 - 2021/22.
2	To consider and approve the schemes included in Table 5 (paragraph 1.05.1) for the Investment section of the Council Fund Capital Programme 2019/20 - 2021/22.
3	To note that the shortfall in funding of schemes in 2019/20 and 2020/21 in Table 6 (paragraph 1.06.1) at this point in the approval process is flexible. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or the re-phasing of schemes will be considered during 2019/20, and included in future capital programme reports.
4	To consider and approve the schemes included in Table 7 (paragraph 1.07.4) for the specifically funded section of the Council Fund Capital Programme which will be funded in part through Prudential Borrowing.

REPORT DETAILS

1.00	DEVELOPING THE CAPITAL PROGRAMME 2019/20 – 2021/22
1.01	<p>The Council's capital programme encompasses investing significant resources in assets for the long term to enable the delivery of high quality, value for money public services. Assets include buildings (such as schools, care homes and day centres, infrastructure (such as highways, IT networks, and household recycling centres), and assets not owned by the Council (such as works to improve and adapt private sector homes). The proposed capital investments outlined within this report are closely aligned to Portfolio service business plans and the Council Plan.</p> <p>The Council has limited capital resources from Welsh Government to support Council priorities, needs and liabilities. The Council has the powers to fund Capital schemes by borrowing, however, this is temporary and ultimately the cost and repayment of any borrowing is charged to the Council's revenue budget. Schemes funded by borrowing are carefully considered due to the long term impacts on the Council's revenue budget.</p> <p>The first half of this report covers parts of the capital programme where the Council invests in local infrastructure, facilities and assets, which will be funded from general capital resources (General Capital Grant, Unhypothecated Supported Borrowing and Capital Receipts). Regional programmes such as the Growth Vision for North Wales which will draw on national funds, and the HRA Capital Programme which is separate and includes the Welsh Housing Quality Standard (WHQS) work programme and Social Housing and Regeneration Programme (SHARP), supplement the Council funded capital programme.</p> <p>The second half of the report covers parts of the Capital Programme funded specifically which includes specific grants as far as information is available at the time of writing, and borrowing. This includes the 21st Century Schools Programme, delivered in partnership between the Council and Welsh Government and loans to NEW Homes the Council's subsidiary to build new affordable homes.</p>
1.02	General Capital Programme 2018/19 – 2020/21 Update
1.02.1	<p>The Council's Capital Strategy divides the Capital Programme into three parts as follows.</p> <ol style="list-style-type: none">1. Statutory / Regulatory section – 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 and any works required to keep buildings open by meeting Health and Safety requirements.2. Retained Assets section – to ensure service and business continuity. This includes schemes that enhance and improve retained assets and infrastructure to deliver services and meets significant need identified by service plans or through condition surveys etc.

3. **Investment section** – to fund costs incurred when remodelling and investing in services. This includes 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 business case.

1.02.2 Table 1 below summarises the Council funded Capital Programme for 2018/19 – 2020/21:

Table 1

ESTIMATED FUNDING 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
	9.806	13.167	8.415	31.388
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 Funding	10.140	6.516	6.516	23.172
Surplus / (Shortfall)	0.334	(6.651)	(1.899)	(8.216)
1 As per 18/19 Final Settlement				

1.02.3 Table 1 shows that when the Capital Programme 2018/19 – 2020/21 was set in February 2018, there was an overall shortfall in funding of £8.216m, though 2018/19 schemes were fully funded. The shortfall in funding of schemes in 2019/20 and 2020/21 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 2018/19.

1.02.4 On 20th November, 2018 the First Minister wrote to all local authorities in Wales to announce a package of additional funding in a number of areas. One of these was the allocation of an additional £100m of capital funding across Wales in the form of additional General Capital Grant over 3 years from 2018/19 to 2020/21.

1.02.5 Progress on addressing the shortfall in Table 1 has been reported regularly

to Cabinet and Corporate Resources Overview and Scrutiny Committee (CROSC) during 2018/19.

During the year an additional £0.500m was allocated for costs incurred in the scheme relocating services from County Hall, Mold to Ty Dewi Sant, Ewloe.

Good progress has also been made in generating capital receipts during the year bringing the total estimated shortfall in funding at period 9 in 2018/19 to £1.428m as is summarised in Table 2 below:

Table 2

ESTIMATED FUNDING 2018/19 - 2020/21				
	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
Funding				
Un-hypothecated Supported Borrowing (USB) ¹	4.051	4.094	4.094	12.239
General Capital Grant (GCG) ¹	2.465	2.492	2.492	7.449
Additional General Capital Grant (GCG) ²	2.281	1.383	0.922	4.586
Capital Receipts Available (As at Month 9)	3.624	2.562	0.000	6.186
Total Funding	12.421	10.531	7.508	30.460
Expenditure				
Total Capital Programme 2018/19 - 2020/21	9.806	13.167	8.415	31.388
Additional Allocation - Ty Dewi Sant	0.500	0.000	0.000	0.500
	10.306	13.167	8.415	31.888
Surplus / (Shortfall)	2.115	(2.636)	(0.907)	(1.428)
1 As per 18/19 & 19/20 Final Settlements				
2 As per WG November 2018				

1.02.6

The Council has developed a prudent policy of allocating its own capital receipts to fund capital projects only when receipts are actually received rather than when it is anticipated the receipt will be received, and this position continues to be the case.

Table 2 shows that good progress has been made to address shortfall in funding over the 3 year period to 2020/21, albeit that the additional funding from WG has had the greatest impact. The only capital receipts included in the total funding available in Table 2 are those that have been received to date. That is prior year's receipts, and 2018/19 receipts (to date, as at the month 9 capital monitoring report 2018/19) which are unspent to date.

There remains a shortfall in funding of £1.428m over the 3 year period to 2020/21.

In recent years, much of the Council's programme has been funded from

capital receipts. However, the Council's ability to generate significant capital receipts is getting harder and is almost exhausted. Although the Council will wherever possible seek to identify assets for sale (as appropriate) to fund the Capital Programme.

The current projection is for capital receipts in the region of £2.3m over the period. There is risk relating to these due to their size and complexity. The timing of these receipts are also subject to market forces outside of the Council's control. In line with current policy no allowance has been made for these receipts in considering the Council's capital funding position.

Given the current position in setting the Capital Programme for the next 3 years 2019/20 – 2021/22 minimal new schemes are proposed for inclusion as should other sources of funding not materialise the Council will need to use prudential borrowing to finance the remainder of the programme going forward.

1.03 Projected General Funding Available 2019/20 - 2021/22

1.03.1 Table 3 below shows the general capital funding currently projected to be available to fund the capital programme over the next 3 years (2019/20 - 2021/22), including the additional allocations referred to in 1.02.4 above.

Table 3

ESTIMATED AVAILABLE FUNDING 2019/20 - 2021/22				
	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m
Funding (Excluding Specific Funding)				
Un-hypothecated Supported Borrowing (USB) ¹	4.094	4.094	4.094	12.282
General Capital Grant (GCG) ¹	2.492	2.492	2.492	7.476
Additional General Capital Grant (GCG) ²	1.383	0.922	0.000	2.305
Capital Receipts Available	2.562	0.000	0.000	2.562
Surplus B/Fwd from 2018/19	2.115	0.000	0.000	2.115
Total	12.646	7.508	6.586	26.740
1 As per 19/20 Final Settlement				
2 As per WG November 2018				

1.03.2 Table 3 above assumes that the Un-hypothecated Supported Borrowing allocation and the General Capital Grant received from Welsh Government (WG) in the years 2020/21 to 2021/22 remains the same as included in the information provided in the 2019/20 final Financial Settlement for Welsh local government.

Compared with the 2018/19 final Financial Settlement the Un-hypothecated Supported Borrowing allocation has increased by £0.043m and General Capital Grant by £0.027m, a total increase of £0.070m per annum. This excludes the additional allocation announced in November.

The table includes the additional General Capital Grant agreed by WG in

	<p>the 2019/20 Financial Settlement. Whilst the amount for 2019/20 has been agreed by WG, the amount for 2020/21 remains an estimate.</p> <p>Also included are the additional capital receipts which the Council had received by month 9 2018/19, and the projected surplus on funding carried forward from 2018/19.</p>																																																																																																																			
1.03.3	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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1.04.1	Table 4 shows the proposed allocations for the period 2019/20 - 2021/22 for the Statutory / Regulatory and Retained Asset sections of the Capital Programme, including two new schemes explained in paragraphs 1.04.10 – 1.04.13																																																																																																																			
	<p><u>Table 4</u></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="5" style="text-align: center;">PROPOSED ALLOCATIONS 2019/20 - 2021/22</th> </tr> <tr> <th style="width: 60%;"></th> <th style="text-align: center;">2019/20</th> <th style="text-align: center;">2020/21</th> <th style="text-align: center;">2021/22</th> <th style="text-align: center;">Total</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 colspan="5">Statutory / Regulatory Section</td> </tr> <tr> <td>Equalities Act - Individual pupils</td> <td style="text-align: right;">0.250</td> <td style="text-align: right;">0.250</td> <td style="text-align: right;">0.250</td> <td style="text-align: right;">0.750</td> </tr> <tr> <td>Disabled Facilities Grants</td> <td style="text-align: right;">1.700</td> <td style="text-align: right;">1.700</td> <td style="text-align: right;">1.700</td> <td style="text-align: right;">5.100</td> </tr> <tr> <td>School building works</td> <td style="text-align: right;">0.100</td> <td style="text-align: right;">0.100</td> <td style="text-align: right;">0.100</td> <td style="text-align: right;">0.300</td> </tr> <tr> <td>Corporate property works</td> <td style="text-align: right;">0.300</td> <td style="text-align: right;">0.300</td> <td style="text-align: right;">0.300</td> <td style="text-align: right;">0.900</td> </tr> <tr> <td>Total Statutory / Regulatory</td> <td style="text-align: right;">2.350</td> <td style="text-align: right;">2.350</td> <td style="text-align: right;">2.350</td> <td style="text-align: right;">7.050</td> </tr> <tr> <td colspan="5">Retained Assets Section</td> </tr> <tr> <td>School building works</td> <td style="text-align: right;">1.400</td> <td style="text-align: right;">1.400</td> <td style="text-align: right;">1.400</td> <td style="text-align: right;">4.200</td> </tr> <tr> <td>Corporate property works</td> <td style="text-align: right;">0.300</td> <td style="text-align: right;">0.300</td> <td style="text-align: right;">0.300</td> <td style="text-align: right;">0.900</td> </tr> <tr> <td>Highways asset management plan</td> <td style="text-align: right;">0.600</td> <td style="text-align: right;">0.600</td> <td style="text-align: right;">0.600</td> <td style="text-align: right;">1.800</td> </tr> <tr> <td>Playareas</td> <td style="text-align: right;">0.200</td> <td style="text-align: right;">0.200</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.400</td> </tr> <tr> <td>Synthetic sports pitches</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.272</td> <td style="text-align: right;">0.000</td> <td style="text-align: right;">0.272</td> </tr> <tr> <td>ICT - 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ICT - Server Technology	0.150	0.030	0.000	0.180																																																																																																																
ICT - Schools Digital Delivery of Curriculum	0.526	0.000	0.000	0.526																																																																																																																
ICT - Laptop/PC replacement Scheme	0.106	0.000	0.000	0.106																																																																																																																
Headroom	0.250	0.250	0.250	0.750																																																																																																																
Total Retained Assets Section	3.807	3.977	2.550	10.334																																																																																																																
1.04.2	The information in table 4 in relation to the new and previously approved																																																																																																																			

	schemes is explained in more detail in paragraphs 1.04.3 to 1.04.14 below.
1.04.3	<p><u>Equalities Act – Individual pupils</u></p> <p>An annual allocation to adapt and modify schools for children who have disabilities to support and create increasingly inclusive school environments. These works help the Council to meet its obligations under disability legislation, and reduce the potential costs and disruption associated with transporting pupils to alternative sites.</p> <p>No changes are proposed for 2019/20 to 2021/22.</p>
1.04.4	<p><u>Disabled Facilities Grants</u></p> <p>An annual allocation to improve and adapt private sector homes comprising:</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>No changes are proposed for 2019/20 to 2021/22.</p>
1.04.5	<p><u>School building work</u></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> <ul style="list-style-type: none"> • 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. £0.100m per annum. • 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. <p>No changes are proposed for 2019/20 to 2021/22.</p>
1.04.6	<p><u>Corporate property works</u></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, including managing risks from legionella, fire safety, asbestos, accessibility and health and safety.</p>

	<p>No changes are proposed for 2019/20 to 2021/22.</p>
1.04.7	<p><u>Highways Asset Management Plan (HAMP)</u></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 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 (£0.230m in 2016/17 and £1.427m in 2017/18).</p> <p>See paragraph 1.10 for more detail in regard to the position on the potential development of the HAMP, but no changes are proposed for 2019/20 to 2021/22 at this stage.</p>
1.04.8	<p><u>Play areas and Synthetic sports pitches</u></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>No changes are proposed for 2019/20 to 2020/21. The scheme originally allocated funding for 3 years which ends in 2020/21, so no funding is included in 2021/22.</p> <p>Condition surveys are undertaken of all synthetic sports pitches. The pitch at Elfed High School, Buckley will require resurfacing in 2020/21.</p>
1.04.9	<p><u>IT Infrastructure</u></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 allows the Council to maintain its public sector network accreditation (a requirement for interaction with the Department of Work and Pensions for Housing Benefit). • ICT 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

	<p>stored in the most efficient way and is compliant with General Data Protection Regulation.</p> <ul style="list-style-type: none"> ICT 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. <p>No changes are proposed for 2019/20 to 2020/21. The work in relation to this funding is anticipated to end in 2020/21, so no funding is included in 2021/22.</p>
1.04.10	<p><u>Supporting digital delivery of the school curriculum</u></p> <p>To prepare for changes being introduced in assessing the literacy and numeracy of pupils online there is a need to upgrade IT infrastructure across schools. Failure to invest in this scheme could potentially lead to learners not developing the appropriate skills to engage in the digital world.</p> <p>The scheme includes:</p> <ul style="list-style-type: none"> Developing connectivity in schools at a cost of £0.276m in 2019/20, with a further £0.130 being included in the 2018/19 programme funded from the headroom budget. The expenditure will lever in £0.120m benefit by WG agreeing to increase connectivity capacity. Increasing schools' wireless capacity at a cost of £0.250m in 2019/20.
1.04.11	<p>The benefits and costs of the schemes are as follows.</p> <p>Direct benefits</p> <ul style="list-style-type: none"> - Supports the Digital Business and Community theme of the ICT digital strategy - Enables schools to engage with personalised assessments, online services, and fully integrate and develop digital competency framework - Provide capacity to cope with the increasing demand for online services - The connectivity will provide equity across the schools sector ensuring all schools benefit - Will address findings of a WG report into wireless capacity in Flintshire schools <p>Direct costs</p> <ul style="list-style-type: none"> - For Connectivity, if required borrowing costs (£0.061m in 2019/20 rising to £0.066m in 2024/25) - For Wireless upgrade, if required borrowing costs (£0.056m in 2019/20 rising to £0.059m in 2024/25) - For Wireless upgrade, revenue costs of £0.039m mainly due to changes in licence fees <p>Indirect benefits</p> <ul style="list-style-type: none"> - Levers in £0.120m WG investment in relation to school connectivity

	<p>limits</p> <ul style="list-style-type: none"> - Helps to deliver an equitable, fully integrated and supported competency curriculum for Flintshire learners - Likely to improve standing with Estyn inspectors
1.04.12	<p><u>Laptop/PC replacement scheme</u></p> <p>There is a need to replace old laptops unable and too old to deliver the required level of service and/or support the latest operating systems and security software. If these are not replaced then there are risks that cyber security may potentially be breached and could threaten the public sector network accreditation, and that service delivery will be impaired due to officers being unable to utilise systems effectively. Windows 7 will cease to be supported after January 2020. The amount to be included in the programme is £0.106m.</p>
1.04.13	<p>The benefits and costs of the laptop/PC replacement scheme are:</p> <p>Direct benefits</p> <ul style="list-style-type: none"> - Maintains cyber security - All laptop/PCs will support Windows 10, ensuring that the operating systems are up to date and secure <p>Direct costs</p> <ul style="list-style-type: none"> - If required, borrowing costs (£0.024m in 2019/20 rising to £0.25m in 2024/25) <p>Indirect benefits</p> <ul style="list-style-type: none"> - Facilitates agile working which underpins the Council's strategy on office location - Improves the performance of devices enabling officers to use systems more efficiently. -
1.04.14	<p><u>'Headroom'</u></p> <p>'Headroom' has been built in to the capital programme to enable the programme to be more flexible such that funding can be allocated to small schemes as they present in year either as a result of opportunities or unforeseen circumstances (£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.</p> <p>No changes are proposed for 2019/20 to 2020/21.</p>
1.05	Investment Section of the Capital Programme 2019/20 – 2021/22
1.05.1	<p>Table 5 below shows the proposed schemes for the period 2019/20 - 2021/22 for the Investment section of the Capital Programme. Details are provided in paragraphs 1.05.2 to 1.05.6</p> <p><u>Table 5</u></p>

PROPOSED INVESTMENT SCHEMES 2019/20 - 2021/22

	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Investment Section				
<u>Previously Approved</u>				
School extension and remodelling				
Castell Alun High School - Hope	4.000	0.207	0.000	4.207
Glan Aber Primary - Bagillt	0.241	0.000	0.000	0.241
Marleyfield Residential Home - Buckley	1.001	1.381	0.000	2.382
County Hall Demolition	1.900	0.000	0.000	1.900
Theatr Clwyd Redevelopment	0.500	0.500	0.000	1.000
	7.642	2.088	0.000	9.730
<u>New Schemes for Approval</u>				
	0.000	0.000	0.000	0.000
	0.000	0.000	0.000	0.000
Total Investment Section	7.642	2.088	0.000	9.730

1.05.2 Castell Alun High School - Hope

This scheme brings the school building up to current standards providing facilities that are fit for purpose and suitable for delivering the future curriculum, helping reduce the risk of a poor Estyn inspection. The school is being 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 which are nearing the end of their economic working life (and will need replacing at significant cost), help increase capacity to meet current and future demand and create specialist teaching accommodation.

1.05.3 Glan Aber Primary School, Bagillt

The school building currently has a number of issues including classrooms which do not meet minimum size requirements for classes of 30 pupil places so classes are being taught in the hall, resulting in the school being unable to deliver aspects of the PE curriculum, and running the risk of a poor Estyn inspection. The scheme converts the existing hall to provide two suitable teaching spaces, with circulation; the construction of a new hall at the appropriate size for the number of pupils on roll; and minor extensions to three classrooms to provide appropriate size and shape, more suitable for curriculum delivery. The scheme is supported by an Infant Class Size Grant of £1.3m.

1.05.4 Extension to Residential Care Home, Marleyfield – Buckley

	<p>Following a comprehensive review of the residential care market in Flintshire the Council approved a capital scheme to extend Marleyfield House in Buckley by an additional 32 beds to bring total provision up to 64 beds. The new facility is being developed through a pooled budget arrangement with BCUHB to provide additional services, beds and multi-disciplinary support in a community setting. This provides permanent residential beds, as well as beds which prevent hospital admissions, expedites hospital discharges and allows appropriate assessment to reduce care packages to support people in the long term.</p> <p>The Council is working with WG as the scheme is partly funded by ICF grant. To date a full feasibility study has been completed, and work continues to complete the detailed design and development plans in order for a full planning application to be submitted in Spring 2019. At this point in the project costs as well as grant funding from WG will be confirmed. Until formal approval is received from WG the costs of works undertaken remains a risk that the Council takes. The scheme's target completion date is Spring 2021.</p> <p>There is a revenue pressure of an estimated £150k associated with this project which will result in the year 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.</p>
1.05.5	<p><u>Office Rationalisation – County Hall partial demolition</u></p> <p>The current accommodation within the Mold campus office block is inefficient. Two out of the four accommodation blocks are empty with staff consolidating into phases one and two, however the buildings are still generating significant running costs. Work is underway to plan the demolition of the empty accommodation at County Hall.</p> <p>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.</p> <p>The business case for the reduction of the scale of County Hall through partial demolition has already been made and approved.</p>
1.05.6	<p><u>Theatr Clwyd Redevelopment</u></p> <p>The Theatr Clwyd building is nearing the end of its life and needs updating to ensure it is safe for public and employment use. Funding from the Arts Council of Wales has been used to complete a feasibility study into the potential for future capital development.</p> <p>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 Theatr is not sustainable.</p> <p>Detailed design and development works are taking place to build on and develop further the feasibility study funded from £0.330m which was included in the 2018/19 capital programme. This will be carried forward if</p>

necessary. 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.

1.06 Summary (Generally funded) Capital Programme 2019/20 – 2021/22

1.06.1 Table 6 below summarises the generally funded Capital Programme and available funding, including the two new schemes.

Table 6

SUMMARY (GENERALLY FUNDED) CAPITAL PROGRAMME 2019/20 - 2021/22				
	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m
Statutory / Regulatory Section	2.350	2.350	2.350	7.050
Retained Assets Section	3.807	3.977	2.550	10.334
Investment Section	7.642	2.088	0.000	9.730
Total (All Sections)	13.799	8.415	4.900	27.114
Estimated available general funding ¹	12.646	7.508	6.586	26.740
Total	12.646	7.508	6.586	26.740
Surplus / (Shortfall)	(1.153)	(0.907)	1.686	(0.374)
1 As per 19/20 Final Settlement				

1.06.2 Table 6 shows that there is an overall shortfall in projected funding of £0.374m over the 3 year period. There is an estimated shortfall of £1.153m in 2019/20.

As stated earlier in the report, the current projection is for capital receipts in the region of £2.3m over the period. There is risk relating to these due to their size and complexity. The timing of these receipts are also subject to market forces outside of the Council's control. In line with current policy no allowance has been made for these receipts in funding the deficit above.

Options to fund the shortfall include a combination of future capital receipts, alternative grants, and scheme phasing as the expenditure profile of large complex projects such as those included in the investment section of the programme could change. Every effort will be made to ensure that other sources of funding are utilised to fund the programme.

Ultimately should other sources of funding not materialise the Council will need to use prudential borrowing to finance the shortfall. This could be short term during 2019/20 and 2020/21 as there is a potential surplus in 2021/22 of £1.686m, or if necessary long term to fund the overall shortfall.

1.07 Specific Grants and Borrowing

1.07.1 21st Century Schools Band B

WG has approved the Council's in principle submission for 21st Century Schools Band B. The programme is to be funded from specific grant from WG at an agreed intervention rate, with the Council's contribution to be funded by prudential borrowing. The WG intervention rate for funding the 21st Century Band B programme has increased from 50% to 65% for schools and 75% for Pupil Referral Units (PRUs)

The total estimated cost of the programme is £85.420m. Each of the projects is subject to individual approval to ensure that each meets the Council's continuing priorities and is affordable in the context of the Council's MTFS.

During 2018/19 Cabinet has approved two 21st Century Band B schemes for inclusion within the Capital Programme, those at Connah's Quay High School and Queensferry CP/Plas Derwen PRU. The respective estimated costs of these two schemes are outlined in the table below:

Band B	Total Cost	WG funded	Council funded
	£m	£m	£m
Connah's Quay HS	4.300	2.795	1.505
QueenSferry CP / Plas Derwen PRU	8.000	5.700	2.300
Total	12.300	8.495	3.805

The Connah's Quay High School scheme commenced in 2018/19, and is anticipated to be complete during 2021/22. Queensferry CP/Plas Derwen PRU will commence in 2019/20 and is anticipated to be complete in 2022/23.

The benefits and costs of the school improvement programme scheme are:

Direct Benefits

- Enabling 50%-75% external investment in schools
- Reduction in backlog maintenance costs (£0.014m Queensferry CP, £0.901m Connah's Quay High School)
- Reduction in fixed costs associated with buildings and leadership focuses investment on learners
- Reduction in split site arrangements in provision of PRU to improve efficiency, and reduce risk by increasing options to improve pupil outcomes
- For Connah's Quay High School, increases capacity to meet target for pupil numbers
- For Connah's Quay High School, improves car parking issues, reducing associated risks

Direct Costs

- Part of bigger development programme in two bands, Band A £64.2m and Band B £85.4m
- Estimated revenue borrowing costs associated (interest and minimum revenue provision) with each scheme are as follows:

Band B	Year 1	Year 50	Average over 50
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			years
	£m	£m	£m
Connah's Quay HS	0.063	0.092	0.075
Queenferry CP / Plas Derwen PRU	0.096	0.141	0.115
Total	0.159	0.233	0.190

Indirect Benefits

- Improving learner outcomes by ensuring that school buildings are effective in creating the conditions for learners to succeed.
- Alignment with the Council's School Modernisation Strategy to ensure schools are fit for purpose
- A more secure school estate
- A school estate with reduced vandalism
- Upgrading ICT provision and enabling new methods of curriculum delivery
- Provision of appropriate capacity of school network

1.07.2 The impact of the inclusion of these two schemes in the programme adds substantial borrowing costs as identified in paragraph 1.07.1. The profile of spend and grant receipt in the case of these schemes means that the additional revenue costs will not fully impact until 2020/21 and no addition to the revenue budget will therefore be required in 2019/20. Approval of these schemes has an estimated impact of increasing the pressure on the revenue budget in 2020/21 by £0.159m.

1.07.3 **SHARP – Loans to NEW Homes for Affordable Homes**

Further to the first capital loan to the Council's wholly owned subsidiary, North East Wales Homes (NEW Homes) to build affordable homes on The Walks site in Flint as part of the Council's Strategic Housing and Regeneration Programme (SHARP) Cabinet has approved additional loans to NEW Homes up to a maximum of £10m for inclusion within the Capital Programme, to fund new affordable housing schemes.

The loans are classed under accounting regulations as capital expenditure and therefore included within the Capital Programme. The Council funds the schemes by borrowing, which is fully repaid from loan repayments made by NEW Homes. Work has begun on the schemes, and funds will be drawn down from the Council as they progress.

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

1.07.4 Details of schemes specifically funded by specific grant and borrowing is shown in Table 7 below:

Table 7

SPECIFICALLY FUNDED SCHEMES 2019/20 - 2021/22				
	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m
Specifically Funded Schemes				
21st Century Schools - Band A	0.492	0.000	0.000	0.492
21st Century Schools - Band B	3.460	5.365	2.825	11.650
SHARP - Loans to NEW Homes for Affordable Homes	10.000	0.000	0.000	10.000
Total Schemes	13.952	5.365	2.825	22.142
Funding				
Specific Capital Grants	3.156	3.394	1.805	8.355
Unsupported (Prudential) Borrowing	10.796	1.971	1.020	13.787
Total Schemes	13.952	5.365	2.825	22.142
1.07.5	At the time of setting the budget the details of many capital grants have not been released by WG and so are not included in Table 7 above. As details become available they will be reported to Members via the quarterly 2019/20 Capital Programme monitoring reports.			
1.07.6	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.			
1.08	Summary Total Council Fund Capital Programme 2019/20 - 2021/22			
1.08.1	Table 9 summarises the total proposals for the 2019/20 - 2021/22 Capital Programme.			
Table 9				

SUMMARY CAPITAL PROGRAMME 2019/20 - 2021/22

	2019/20	2020/21	2021/22	Total
	£m	£m	£m	£m
Expenditure				
Statutory / Regulatory Section	2.350	2.350	2.350	7.050
Retained Assets Section	3.807	3.977	2.550	10.334
Investment Section	7.642	2.088	0.000	9.730
Specific Section	13.952	5.365	2.825	22.142
Total Programme (All Sections)	27.751	13.780	7.725	49.256
Funding				
General Funding ¹	12.646	7.508	6.586	26.740
Grant Funding	3.156	3.394	1.805	8.355
Unsupported (Prudential) Borrowing	10.796	1.971	1.020	13.787
Total Projected Funding	26.598	12.873	9.411	48.882
Surplus / (Shortfall)	(1.153)	(0.907)	1.686	(0.374)
1 As per 19/20 Final Settlement				

Potential future schemes

1.09

Growth Deal Bid

The *Growth Vision for the Economy of North Wales* 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.

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.

In October 2018 Cabinet considered and endorsed a Proposition Document which sets out the programmes and projects to be considered in a growth deal, moving forward towards agreeing a deal with the Welsh and UK governments.

Until Flintshire has final details of the Growth Deal, to be negotiated with the Governments, and the capital grant payments arrangements to finance the

	<p>Deal, we will not know the number and the combined cost of the approved projects. The combined cost of the approved projects, and how they are to be phased over a period of years, will have a bearing on the contributions to the borrowing costs Flintshire may be expected to bear.</p> <p>For further information please see the report 'A Growth Deal for the Economy of North Wales Proposition Document to Cabinet on 23rd October 2018 on the Council's website.</p>
1.10	<p>All capital schemes need to be considered in the context of the position of the Council's MTFS. All schemes which require prudential borrowing to fund them add revenue pressures in the form of interest charges and charges to the Minimum Revenue Provision (MRP).</p> <p>During 2018/19 a number of schemes have been identified which have been considered for inclusion in the capital programme but which have not been included to date. It is likely that these will be resubmitted for inclusion in the capital programme if the revenue position in future years allows.</p> <p>The following schemes are under consideration for inclusion in future years:</p> <ul style="list-style-type: none"> • An increase to the Highways Asset Management Plan (HAMP). The core capital programme includes £0.600m per annum for the HAMP. In 2018/19 this has been supplemented by additional WG grant. It has been estimated that the investment required to maintain current network performance is £2.7m per annum, an increase of £2.1m per annum. Welsh Government has recently announced additional Public Highways Refurbishment Grant 2018-21 to Flintshire of £0.959m in 2018/19, and in 2019/20, with funding for 2020/21 to be confirmed in due course. • A Highways Subsidence Scheme, prioritising sites in need of immediate remedial work, at a cost of £0.150m per annum. • In relation to the Digital Strategy, Cabinet approved the Digital Customer plan for implementing key elements of the Digital Strategy. A 3 year programme plan of the projects required to increase the number and range of services available digitally has been prepared and will be reported to Cabinet in due course. The capital costs of purchasing new software will be calculated on a project by project basis at the time each project is ready to proceed in order to accurately capture not only the technical requirements for the software but also the costs prevailing at the time.
1.11	<p>21st Century Schools Band B</p> <p>Paragraph 1.07.1 includes details of the two projects from the overall submission to WG for 21st Century Schools Band B.</p> <p>Of the remaining schemes the impact of the Saltney Area Review is estimated to cost £25m. At present this is included in principle in the Mutual Investment Model funding envelope, and therefore the costs of this scheme will bear directly on the revenue budget. The annual revenue charge</p>

	<p>through MIM will include elements which cover capital costs of the works as well as charges designed to cover the cost of maintaining the building to a high standard.</p> <p>WG intervention rates on MIM are currently agreed at 75%. In the light of recent increases to the intervention rates on traditionally funded 21st Century Band B projects the model is under review. Until the Council has clarity on the funding position and the costs chargeable, it is unable to satisfy itself whether the MIM scheme represents best value.</p> <p>The 21st Century Schools Band B programme is due to end by 2024/25. As each of the remaining schemes is proposed for approval, a decision will need to be made taking into account its affordability in the context of the position on the MTFS. The Flintshire funding element of the 21st Century Schools Band B programme will need to be funded from prudential borrowing.</p>																				
1.12	<p>Additional school funding</p> <p>As a result of the Cabinet decision not to proceed with the amalgamation of Brynford and Lixwm Primary Schools which would have drawn down investment via the 21st Century Schools Band B Programme, Brynford Primary School has significant suitability issues that will need to be addressed by other means and this is currently being explored.</p>																				
1.13	<p>Impact on the MTFS of potential future schemes</p>																				
1.13.1	<p>The estimated revenue impact of the known potential future schemes is shown below for information. If Council approve all these schemes then the impact on the revenue budget in total is estimated to be between £0.774m and £1.127m.</p> <table border="1"> <thead> <tr> <th>Scheme</th> <th>Impact in first full year £m</th> <th>Impact in final full year £m</th> <th>Average full year impact £m</th> </tr> </thead> <tbody> <tr> <td>HAMP</td> <td>0.098</td> <td>0.138</td> <td>0.116</td> </tr> <tr> <td>Highways subsidence</td> <td>0.007</td> <td>0.010</td> <td>0.008</td> </tr> <tr> <td>21st Century Schools Band B</td> <td>0.669</td> <td>0.979</td> <td>0.800</td> </tr> <tr> <td>Total</td> <td>0.774</td> <td>1.127</td> <td>0.924</td> </tr> </tbody> </table>	Scheme	Impact in first full year £m	Impact in final full year £m	Average full year impact £m	HAMP	0.098	0.138	0.116	Highways subsidence	0.007	0.010	0.008	21 st Century Schools Band B	0.669	0.979	0.800	Total	0.774	1.127	0.924
Scheme	Impact in first full year £m	Impact in final full year £m	Average full year impact £m																		
HAMP	0.098	0.138	0.116																		
Highways subsidence	0.007	0.010	0.008																		
21 st Century Schools Band B	0.669	0.979	0.800																		
Total	0.774	1.127	0.924																		
1.14	<p>Changes to CIPFA's Codes of Practice - Prudential Code for Capital Finance in Local Authorities 2017 and Treasury Management Code 2017</p>																				
1.14.1	<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>																				
1.14.2	<p>The 2017 edition of the Prudential Code for Capital Finance has expanded objectives and includes a requirement for Councils to look at capital</p>																				

	<p>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>
1.14.3	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.
1.14.4	The Council already had an integrated Capital Strategy and Asset Management Plan, and the Capital Strategy section has been updated in line with recent guidance from CIPFA and is considered separately on this agenda. The Asset Management Plan will be updated later in the year, reflecting the current and emerging longer term Council priorities and the needs of our new or readopted service business models. 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.

2.00	RESOURCE IMPLICATIONS						
2.01	Financial consequences for capital resources are as set out within the report.						
2.02	<p>As previously stated there are revenue consequences of borrowing in interest costs and revenue provision for debt repayment which will bear on the MTFS as new pressures.</p> <p>Assuming the shortfall is as estimated (£0.374m), and that the asset life of schemes is 50 years the pressures on the revenue budget are shown in the table below. These pressures will not bear on the MTFS during 2019/20, but rather in future years, depending on the timings of the expenditure.</p> <table border="1" data-bbox="343 1989 1353 2096"> <tr> <td></td> <td>Pressure in Year 1</td> <td>Pressure in Year 50</td> <td>Average Annual Pressure</td> </tr> </table>				Pressure in Year 1	Pressure in Year 50	Average Annual Pressure
	Pressure in Year 1	Pressure in Year 50	Average Annual Pressure				

	£m	£m	£m
Shortfall in Council Funding (£0.374m)	0.020	0.020	0.020
Connah's Quay HS	0.063	0.092	0.075
Quensferry CP/Plas Derwent PRU	0.096	0.141	0.115
Total	0.179	0.253	0.210

Paragraph 1.13.1 shows the impacts of potential future schemes.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The proposed Capital Programme is being referred to the Corporate Resources Overview and Scrutiny Committee for comment at its meeting on 14 th February 2019 with their comments being fed back to Cabinet verbally before being discussed at County Council in February 2019.

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. As it seeks approval for its capital programme, the Council is required to produce indicators assessing the affordability, prudence and sustainability of the capital plans. These are called the Prudential Indicators and are included in the Capital Strategy report.

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	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

Capital Expenditure - Expenditure on the acquisition of **Non-current Assets** or expenditure that extends the life or value of an existing asset

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

Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset

Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the **Capital Programme**

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

Council Fund - The fund to which all the Council's revenue and capital expenditure is charged

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

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.

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

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

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

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CABINET

Date of Meeting	Tuesday, 19 th February 2019
Report Subject	Housing Revenue Account (HRA) Budget 2019/20, HRA Business Plan & Capital Programme 2019/20
Cabinet Member	Leader of the Council and Cabinet Member for Finance Deputy Leader of the Council and Cabinet Member for Housing
Report Author	Chief Officer (Housing & Assets) Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to present for approval the draft Housing Revenue Account (HRA) Budget for 2019/20, HRA Business Plan Narrative and the summary HRA 30 year Financial Business Plan.

RECOMMENDATIONS

1	Approve and recommend to Council the HRA budget and Business Plan for financial year 2019/20 as set out in the attached.
2	Approve the proposed rent increase of up to 2.4% (plus up to £2).
3	Approve a garage rent increase of £1 per week and a garage plot rent increase of £0.20 per week.
4	Approve the proposed HRA Capital programme for 2019/20 as set out in Appendix C.

REPORT DETAILS

1.00	BACKGROUND								
	Considerations								
1.01	<p>The HRA is required to produce a 30 year business plan. The strategic context for this year's HRA budget setting and business plan includes the following:</p> <ul style="list-style-type: none"> • The need to ensure the treasury management strategy continues to meet the Councils new and ongoing borrowing requirements; • Delivering a prudent plan for income maximisation, based on the delivery of high quality services; • Setting a balanced budget with minimum general un-earmarked reserves of 3% of expenditure; • Continued drive to ensure all service costs are efficient and that value for money can be achieved; • Achieving WHQS by 2020 and providing adequate ongoing capital to maintain WHQS levels. • Maximisation of revenue efficiencies to minimise the borrowing required to meet WHQS by 2020; • Delivery of new build Council housing • Ongoing transition of rents to target. 								
	Prudential Borrowing								
1.02	On the 29 th October 2018, the Welsh Government Minister for Housing & Regeneration wrote to all Local Housing Authorities to confirm that the decision to lift the cap on local authority HRA borrowing will now also apply in Wales.								
1.03	Work is currently underway through legal colleagues to terminate the Voluntary Agreements under which each authority exited the former Housing Revenue Account Subsidy scheme. The draft business plan proposals do not breach the existing debt cap during 2019/20.								
	Current Borrowing								
1.04	<p>The levels of HRA prudential borrowing on WHQS and new builds at 31st March 2019 are anticipated to be as follows:</p> <table border="0" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th style="text-align: left;">Purpose</th> <th style="text-align: right;">£m</th> </tr> </thead> <tbody> <tr> <td>WHQS</td> <td style="text-align: right;">16.7</td> </tr> <tr> <td>New builds</td> <td style="text-align: right;">14.3</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">31.0</td> </tr> </tbody> </table> <p>This excludes a Vibrant & Viable Places (VVP) loan of £0.850m which supported the former Dairy Site new build housing scheme.</p>	Purpose	£m	WHQS	16.7	New builds	14.3	Total	31.0
Purpose	£m								
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1.05	<p>The current prudential borrowing assumptions for 2019/20 are:-</p> <table border="0" style="margin-left: auto; margin-right: auto;"> <tr> <td style="text-align: right;">Purpose</td> <td style="text-align: right;">£m</td> </tr> <tr> <td style="text-align: right;">WHQS</td> <td style="text-align: right;">4.2</td> </tr> <tr> <td style="text-align: right;">New Builds</td> <td style="text-align: right;">9.3</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: right;">13.5</td> </tr> </table> <p>In the event the borrowing cap isn't lifted during 2019/20 (because of delays in removing the voluntary agreements), start on site dates for future new builds may need to be held back in the business plan.</p>	Purpose	£m	WHQS	4.2	New Builds	9.3	Total	13.5
Purpose	£m								
WHQS	4.2								
New Builds	9.3								
Total	13.5								
1.06	<p>Prudential borrowing interest rates have been included in the business plan at 4.3% per annum. The HRA currently benefits from any non-recurring savings generated by the single debt pool arrangement it holds with the Council Fund.</p>								
	<p>Rents</p>								
1.07	<p>Each year, the Minister with responsibility for housing makes a decision on the level of increase to be applied to the Welsh Government's Policy for Social Housing Rents (Rent Policy).</p>								
1.08	<p>The existing policy (CPI + 1.5% + up to £2 per week) expires on 31st March 2019 and the outcome of the Affordable Housing Supply Review will provide details of the future policy.</p>								
1.09	<p>In 2019/20 a one year interim policy will apply.</p> <p>The Minister has agreed the following:-</p> <ol style="list-style-type: none"> 1. <i>The annual uplift will be set at CPI only i.e. 2.4%.</i> 2. <i>The maximum amount a social landlord can increase an individual tenant's weekly rent is 2.4%. For the avoidance of doubt, the discretion to apply "up to £2 per week" has been removed for those social landlords whose average weekly rent is within or above their Target Rent Band.</i> 3. <i>Where a social landlord's average weekly rent is below their Target Rent Band and is required under the Rent Policy to be within the Target Rent Band, the maximum amount they can increase an individual tenant's weekly rent is 2.4% + £2.</i> 4. <i>This decision will apply for one year only (2019-20) while we are awaiting the outcome of the Affordable Housing Supply Review.</i> 								
1.10	<p>The following assumptions have been made for rent loss relating to empty properties (voids) and bad debts.</p> <p>The percentage allowance for void rent loss has been increased from 1.41% to 1.75%. The financial impact of this change is approximately £0.119m (when compared to the 2018/19 business plan).</p>								

	The percentage allowance for bad debts increases from 1.75% to 2.00% during 2019/20 as per the 2018/19 business plan. This change provides for the increase in bad debts that have arisen since the introduction of Universal Credit.																								
	Garage Rents																								
1.11	Garage rents are currently charged at £7.61 per week and garage plots £1.20 per week. An increase of £1 per week is proposed for garages and £0.20 for garage plots.																								
	Capital Programme																								
1.12	<p>£22.9m has been built into the WHQS and Asset investment programme for 2019/20. This includes provision for internal work streams, external enveloping works, environmental programmes, fire risks and Disability Discrimination Act (DDA) works, asbestos, off gas, energy efficiency works and strategic acquisition. Cabinet has approved the asset investment plan to achieve the WHQS by 2020 and the budget set will ensure that the council is still on track to meet its commitment to achieve the standard.</p> <p>An additional allocation of £0.500m has been included in the WHQS programme for external enveloping works and £0.275m has been set aside to reinvest the monies generated by Solar PV into energy efficiency across the housing stock.</p> <p>In addition, £11.3m has been budgeted in 2019/20 for Council housing building schemes. This includes estimated rollover from 2018/19 following slippage on batch 3 schemes.</p> <p>The £34m capital programme will be funded by:-</p> <table border="0" style="margin-left: 40px;"> <tr> <td>WHQS & Asset Investment Funding</td> <td style="text-align: right;">£m</td> </tr> <tr> <td>Prudential Borrowing</td> <td style="text-align: right;">4.162</td> </tr> <tr> <td>Revenue Contribution (CERA)</td> <td style="text-align: right;">13.442</td> </tr> <tr> <td>Major Repairs Allowance</td> <td style="text-align: right;">5.065</td> </tr> <tr> <td>Solar PV Feed in Tariff</td> <td style="text-align: right;">0.275</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">22.944</td> </tr> </table> <table border="0" style="margin-left: 40px;"> <tr> <td>New Build Funding</td> <td style="text-align: right;">£m</td> </tr> <tr> <td>Prudential Borrowing</td> <td style="text-align: right;">9.254</td> </tr> <tr> <td>Innovative Housing Programme Grant</td> <td style="text-align: right;">1.100</td> </tr> <tr> <td>Capital Receipts</td> <td style="text-align: right;">0.375</td> </tr> <tr> <td>Commutated Sums</td> <td style="text-align: right;">0.535</td> </tr> <tr> <td>Total</td> <td style="text-align: right;">11.264</td> </tr> </table>	WHQS & Asset Investment Funding	£m	Prudential Borrowing	4.162	Revenue Contribution (CERA)	13.442	Major Repairs Allowance	5.065	Solar PV Feed in Tariff	0.275	Total	22.944	New Build Funding	£m	Prudential Borrowing	9.254	Innovative Housing Programme Grant	1.100	Capital Receipts	0.375	Commutated Sums	0.535	Total	11.264
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	Inflation																								
1.13	Price inflation has been included in the business plan at October CPI - 2.4%																								

	<p>Non-standard inflation has been included for the following:- Gas 15% Electricity 11.8% Materials & Subcontractors 3% Capital 3%</p> <p>As more local authorities and RSLs begin to build, labour and materials become more expensive. BREXIT may also create its own inflationary pressures.</p>
	Abolition of the Right to Buy and Associated Rights (Wales) Act
1.14	Right to Buy was temporarily suspended in Flintshire on 21 st February 2017 for a period of 5 years. Right to Buy will now be abolished in Wales on 26th January 2019 for existing properties, one year after Royal Assent. To encourage investment in new homes, the rights ended for homes that are new to the social housing stock and therefore had no existing tenants two months after Royal Assent on 24th March 2018.
1.15	Attached to this report for Informal Cabinet consideration: - <ul style="list-style-type: none"> • Appendix A – HRA Business Plan Narrative • Appendix B – 30 Year HRA Financial Business Plan Summary • Appendix C – HRA Capital Programme 2019/20

2.00	RESOURCE IMPLICATIONS
2.01	The HRA is a ring fenced budget. This HRA budget and Business Plan demonstrates that the council can achieve the WHQS by 2020, can meet service improvement plans and commitments and with prudential borrowing can continue its Council house building programme in 2019.
2.02	Additional staff have been appointed to deliver an accelerated WHQS programme. The funding for these posts is provided for in the WHQS programme.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The draft budget was discussed with the Tenants Federation at their January 2019 meeting.
3.02	The draft HRA business plan and recommendations set out above were supported by Community & Enterprise Scrutiny Committee on the 23rd January 2019.
3.03	Detailed consultation has been undertaken with tenants and elected members to inform the preparation of the WHQS investment programme.
3.04	Full local consultation is carried out for each new build scheme.

4.00	RISK MANAGEMENT
4.01	The Council has agreed a Rent Policy which will see rents at benchmark levels, rather than taking the opportunity to set at 5% per cent above the benchmark (with the exception of SHARP properties). This decision was taken to safeguard affordability for tenants.
4.02	Stock investment delivery plans will enhance the appearance of the environment and will contribute toward the Council's CO2 reduction targets.
4.03	All households will benefit from the Councils WHQS programme. The impact of the investment planning and efficiencies is being modelled for various customer groups to ensure that there is no disproportionate impact on any groups with protected characteristics.
4.04	The Business Plan assumes a confirmation of Major Repairs Allowance (MRA) for the full 30 year life of the Business Plan.
4.05	The potential impact of BREXIT on interest rates and inflation has been mitigated by increasing the estimated assumptions included in the business plan.

5.00	APPENDICES
5.01	Appendix A – HRA Business Plan Narrative Appendix B – 30 Year HRA Financial Business Plan Summary Appendix C – HRA Capital Programme 2019/20

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Neal Cockerton, Chief Officer (Housing & Assets) Telephone: 01352 702500 E-mail: neal.cockerton@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Financial Year: the period of 12 months commencing on 1 April 2019. 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. Capital expenditure: money spent by the organisation on acquiring or maintaining fixed assets, such as land, buildings, and equipment.

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.

Treasury Management: the Council has adopted the Chartered Institute of Public Finance Accountants (CIPFA) Treasury Management in the Public Services: Code of Practice. Treasury Management is conducted in accordance with the Council's Treasury Management Policy and Strategy Statement and Treasury Management Practices which are both reviewed annually. All borrowing and long term financing is made in accordance with CIPFA's Prudential Code.

Major Repairs Allowance: Welsh Government grant paid to local authorities in Wales who still manage and maintain their council housing.

Affordable Housing Grant: Welsh Government revenue grant paid to local authorities to fund up to 58% of borrowing costs of new build developments.

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Flintshire Housing Revenue Account

Annual Business Plan &
30 Year Financial Forecasts



2019 - 2020

Contents

1. Foreword
2. Executive Summary
3. Flintshire's Housing Service – The Context
4. Flintshire's Housing Service – Key Priorities for 2019/20
5. Resource and Financial Requirement
6. Monitoring and Evaluation
7. Action Plan

Foreword

We are pleased to present our latest Annual Business Plan for 2019/20 and 30 year financial forecasts for the Housing Revenue Account. The plan includes our key priorities for delivery for the forthcoming year as well as our progress against our action plan to date. We believe we are making good progress to deliver an efficient and effective service for our tenants but also accept that we can always improve, which is why we are looking to undertake a Customer Survey this year so we can better understand where we need to focus our resources to deliver the excellent service our tenants expect.

The Council continues to value the principle that a good quality home is at the heart of individual and community well-being and is committed to enabling the provision of appropriate and affordable homes, particularly for those in the greatest need.

Some of our successes to date include the delivery of 100 new Council homes through our Strategic Housing and Regeneration Programme (SHARP). The whole SHARP new build scheme will deliver 500 new social and affordable homes by 2020 whilst providing new jobs and training opportunities for local people, as well as much needed new homes for local people.

In addition, we have exceeded our delivery targets for the Welsh Housing Quality Standards (WHQS), improving our stock and providing quality homes for our residents, through the installation of new kitchens, bathrooms and rooves, and improving the local environment. We are on schedule to complete the WHQS programme by 2020.

This annual business plan sets out our priorities for the forthcoming year and provides the basis for the lifetime of the plan including: growing the housing stock by a minimum 1,000 over the lifetime of the plan; maintaining, sustaining and building on the improvements delivered through WHQS investment; and to be in the top quartile for performance and quality of service delivery in Wales.

Cllr Bernie Attridge
Deputy Leader and Cabinet Member for Housing

Neal Cockerton
Chief Officer for Housing and Assets

Executive Summary

This Annual Business Plan sets out Flintshire County Council's annual review and our financial 30 year plan for the Housing Revenue Account (HRA). The narrative provides an overview of our current position, outlining our achievements, as well as setting out our action plan to deliver continuous improvements in our services. The business plan also sets out our financial forecast for the next 30 years.

The Flintshire HRA housing service aims to: Ensure its residents have access to appropriate and affordable homes, through ensuring the supply of affordable and quality council housing of all types.

The HRA service currently manages a portfolio of 7,248 properties (end of December 2018).

One of our priorities continues to be to grow our housing stock by a minimum of 1,000 additional homes over the lifetime of the plan. This will be achieved through new build and strategic acquisitions, and is intended to meet the emerging and changing needs of our population and the challenges we face through increased numbers of people on the housing register and a shrinking private sector rental market. The scale, type and tenure of housing delivery will be led and informed by the intelligence of demand and the profile of those on our housing register, Single Access Route to Housing (SARTH), as well as importantly through the County's new Housing Strategy and Action Plan (2019-2024), which identifies the current and emerging housing needs. We are progressing with our strategic acquisition programme, where we have purchased five previous right to buy properties to meet a specific need, and our new build programme has delivered a further 24 new build properties through SHARP in 2018/19.

A further priority has been to maintain, sustain and build on the improvements delivered through the WHQS programme, particularly to improve the energy efficiency of our homes. We aim to continue to improve our asset base, while developing an understanding of the issues of our existing range of improvement offers and installation lifecycles. As part of this process we intend to refresh our housing stock survey to provide a clearer, more comprehensive understanding of our housing stock and enable us to prioritise activity. This has been delayed this year but will be a priority for 2019/20 as this will assist in informing the delivery of the ongoing cyclical maintenance programmes.

The service is committed to the continuous improvement of its overall performance, particularly in relation to service delivery, and while this business plan identifies some significant performance improvements, the longer term objective and priority is to be in the top quartile for performance and quality of service delivery. To achieve this we recognise the need to ensure that intelligence is being gathered in a way which can be effectively and efficiently interrogated and analysed to inform methods of delivery, robust reporting and benchmarking. Work has been underway through this year to utilise Information Technology solutions to improve services including the implementation of Mobysoft software to assist in reducing rent arrears; Personal Digital Assistant (PDA) Total Mobile Solution, which is in the process of being developed ready for implementation, and will assist in ensuring effective services to tenants and that value for money is achieved in other areas of the service including repairs, maintenance and Capital programmes.

Our Housing and Neighbourhood Management Teams are now working on dedicated 'patch' areas, delivering improved customer service across Flintshire; and we have been working in partnership with other teams in the Council to provide support for our tenants who are facing financial issues and who are, as a result, in arrears with their rent. This proactive approach has provided early support for our tenants, assisting them in resolving their financial issues and where possible preventing them being evicted from their home. Our priority this year will be to develop a better understanding of our tenants needs and we are looking to undertake a survey, the results of which, will focus on and inform our priorities for future years.

Other strategic priorities for our services in 2019/20 include further work on understanding our stock and analysis of its best use, this will include:

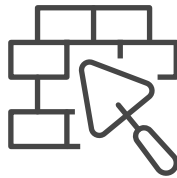
- an update of the Sheltered Housing Review to include more analysis of sites;
- the development of a new voids policy; and
- an update of our Strategic Acquisition policy to ensure its relevance to current needs.

Summary of Achievements

2017-2019



We have built 100 new Council homes over two years



We are building a further 75 new Council homes this year



We have supported 39 apprenticeships through WHQS and SHARP



We have let 882 Flintshire Council homes



Flintshire Council manages 7,248 properties



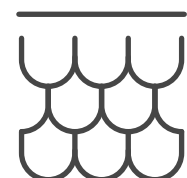
We continue to achieve 95% customer satisfaction for the WHQS programme



7,000 WHQS compliant kitchens delivered



6,000 WHQS compliant bathrooms delivered



4,985 WHQS compliant roofs and associated components delivered



All urgent repairs were responded to within 3 days of being reported



We continue to achieve an average of 99.83% gas maintenance

Flintshire’s Housing Service

The Context

Flintshire County Council’s housing service sits within the wider context of the Council Plan and the Well-being and Future Generations Act.

3.1 The Council Plan (2017 – 2023) Strategic Priorities

Flintshire County Council has identified housing as a key strategic priority as set out in the Council Plan for 2017 - 2023, ensuring its residents have access to:

- Appropriate and affordable homes, through ensuring the supply of affordable and quality council housing of all tenures; and
- Modern, efficient and adapted homes, through ensuring the supply of affordable and quality housing of all tenures.

The Council’s aim is to:

- Prevent homelessness
- Meet the diverse housing and accommodation needs of the local population
- Develop more opportunities for people to access affordable rent and low cost home ownership
- Build the maximum number of Council houses possible as part of the housing supply solution
- Meet the Welsh Government target for all social housing to be brought up to the Welsh Housing Quality Standard (WHQS).

In order to achieve the aims and priorities:

- We need to be able to access grant funding to support new build affordable and social housing;
- There needs to be sufficient resources to fulfil the duties of the Wales Housing Act;
- Revised capital limits on borrowing for councils to build new houses;
- Maintaining of the funding of Major Repairs Allowance (MRA) so that the Council can meet the WHQS by 2020; and
- Maintaining the current rent policy so that the Council can achieve WHQS by 2020.

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

The seven well-being goals identified in the Act can be considered as aspirations for housing delivery as identified in the More Better report by Dr Ed Green:

A globally responsible Wales	Setting higher standards – reduced carbon footprints and energy-positive communities
A prosperous Wales	Developing an integrated all-Wales supply chain using local resources and a sustainable economy
A resilient Wales	Future proofing with long term flexibility, adaptability, ecological value and climate resilience
A healthier Wales	Reduced pressure on the health service through homes that promote physical and mental wellbeing
A more equal Wales	Eliminating household poverty by delivering affordable housing for all
A Wales of cohesive communities	Stronger neighbourhoods that support co-housing, self-build and cohesive communities
A Wales of thriving culture and language	Promoting diversity through Wales’ unique cultural heritage, context and landscape

Flintshire's Housing Service

The Context

3.3 Welfare Reform

Welfare reform has meant that Universal Credit (UC) has been rolled out in Flintshire, resulting in a cap on income from benefit which families and individuals can receive; ending housing benefit and direct payment to landlords; and limiting the amount of housing benefit for working age tenants.

A significant risk to the Business Plan is the collection of rent income as the tenant's income reduces or when they are expected to take ownership and manage budgets directly. During 2018/19 and as a result of the roll out of Universal Credit, the Council's Housing Service has experienced an increase in rent arrears, partly due to delays in the initial UC payments to tenants.

3.4 Housing Strategy

The Flintshire Housing Strategy and Action Plan 2019-2024 has been developed and identifies three priorities:

- Priority 1: Increase supply to provide the right type of homes in the right location;
- Priority 2: Provide support to ensure people live and remain in the right type of home;
- Priority 3: Improve the quality and sustainability of our homes.

3.5 Housing need and supply

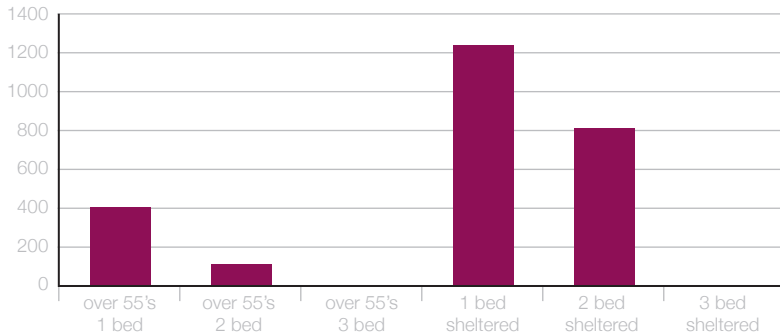
The demand for housing comes from all sections of our society including the under 35s; the 'squeezed middle' who can't afford to buy but are not eligible for social rented properties; and also the over 65's. Changing demographics, economic growth and changes in Government policies, such as Welfare Reform, all have an impact on Flintshire and its housing market.

The design and location of some Council properties has resulted in low demand which, from a financial perspective, incurs costs for the council through rent loss. However, the demand for social housing exceeds the available supply, reducing risk to the HRA of not being able to allocate their properties. However, the issue is availability of the right type of social housing to meet the needs of those on the housing waiting list, in particular single households.

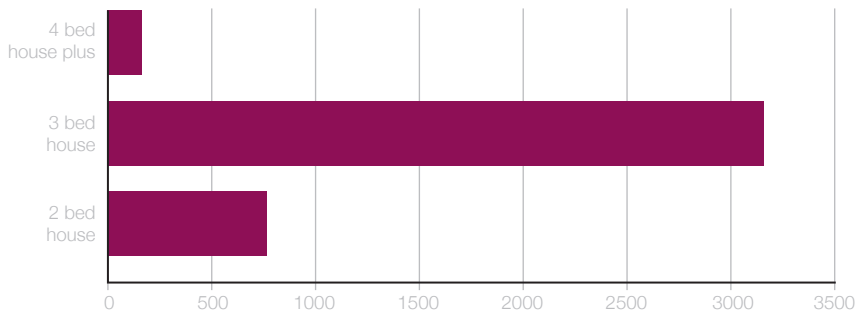
Critically, going forward, up to date and accurate intelligence will help to inform how the supply can meet the demand and reduce the financial risk of rent loss. Initial analysis of the current waiting list, which has increased over the last 12 months, shows significant demand for smaller one bed accommodation to meet the housing requirements of single people and couples.

Breakdown of Flintshire County Council HRA Housing Stock (Jan 2019)

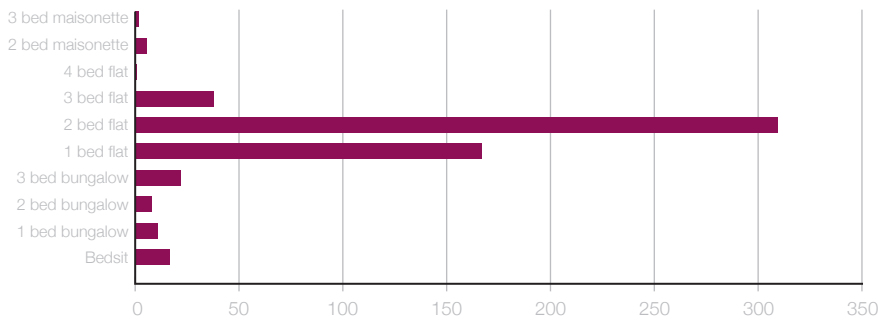
Over 55s / Sheltered Housing



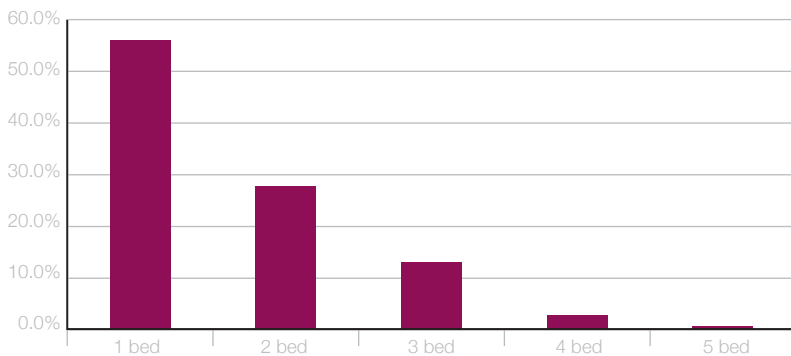
General needs houses



General needs flats and bungalows



Demand on housing register by number of bedrooms (December 2018)



As at December 2018 there are 1,500 households registered on the Single Access Register to Housing (SARTH). The Council is aware that the current stock will not meet the demands of smaller one bedroom households, so building our understanding of the short to medium term demand for general needs, the Council is taking a strategic approach to meeting this demand through a combination of new build; strategic acquisitions; and realigning existing stock.

Flintshire Housing Services

Key Priorities 2019/20

4.1 Strategic priorities

Older persons –sheltered accommodation

Over a year ago a desk based analysis was carried out on the council's sheltered housing stock. This included pulling together information on void loss, demand, property size and location. It is proposed that an in-depth Officer review is undertaken in 2019, the scope of which will include:

Stage 1: A scheme by scheme review to ascertain:

- Analysis of property types and current use;
- Void rates - developing detailed understanding of reasons for turnover;
- Developing a series of options for individual schemes with the aim of reducing void rates and ensuring best use of stock;
- Produce recommendations for the Council to adopt on a scheme by scheme basis.

Stage 2: Assess best use of the stock where there are issues identified as stage 1:

- The review of those properties should identify the best use of the stock including whether they should be general needs or consider if they could be used to assist with delayed transfer from care / hospital and reduce costs to the Council.
- Consider whether it would be efficient to invest capital expenditure to make them fit for purpose for the future, for example:
- Installation of Stair Lifts might be a cost effective solution to avoid the need for tenants in upper flats to move to a more accessible property.
- Technology and training to enable internet shopping and other local deliveries, may be useful in supporting those who live in rural areas.
- Consider whether bedsit accommodation can best meet changing housing demand and expectations including the reduced demand from older people for this type of accommodation, and an increased demand for single person accommodation.

Underpinning both stages of the review, we will need to ensure we are being efficient in the use of our stock, and that it provides a series of recommendations for Cabinet to consider within the context of best use of the stock and its changing demand profiles.

Condition of stock

We aim to continue to improve our asset base, while developing an understanding of the issues of our existing range of improvement offers and installation or component lifecycles. As part of this process we intend to refresh our housing stock survey to provide a clearer, more comprehensive understanding of our housing stock so as to enable us to prioritise activity in a more targeted way. This has been delayed this year but will be a priority for 2019/20 as this will assist in informing the delivery of the ongoing cyclical maintenance programmes.

Flintshire Housing Services

Key Priorities 2019/20

Customer Involvement

Previously the HRA developed a Customer Involvement Strategy and Action Plan to underpin the delivery of the Housing Service to ensure full customer involvement in all that it delivers, as such:

The aim of the strategy and action plan (2018-2021) is to support the involvement of our customers in the development of effective, efficient and quality housing services.

The strategy sets out our commitment to involve our customers in a meaningful and effective way identifying its key aims as:

- Ensure that customers are provided with a range of involvement opportunities.
- Provide customers with training and development opportunities to support their involvement.
- Ensure that customer involvement is considered a mainstream feature in all our service delivery activities.
- Encourage mutual trust, respect and partnership between customers and Flintshire County Council's Housing Service to ensure we have effective customer feedback.
- Work in partnership with other agencies and organisations to improve the communities of our customers.

To underpin these aims we are focusing on engaging and supporting (through training and information) our tenants by;

- Providing more opportunities for tenants to engage, particularly through the development of local arrangements.
- Helping tenants to resolve issues that affect them and help us ensure that we retain high levels of satisfaction in the quality of our services we deliver.
- Improving and extending the range of communication options to ensure our tenants are informed, engaged and have the opportunity to challenge.
- Developing training programmes which encourage participation and involvement in the development of resilient communities.

The action plan will be reviewed on a quarterly basis which will act as a challenge back to ask if we have achieved what we said we would do and to gauge what impact these actions are having on the delivery of services to our tenants. A review of progress will be published in our housing news and published on our website. In addition the HRA will produce an annual impact assessment report which sets out how customers and clients have shaped and influenced the way we work.

Customer satisfaction

The overall service performance identifies areas of positive service delivery as well as areas for improvement, including capturing customer feedback, compliments and complaints, particularly in relation to the allocation and move in element of the service. Progress has been made on implementing the following actions but work will continue this year.

- Sourcing an independent company to undertake follow-up satisfaction surveys based on service delivered through regular surveys;
- Joining up the IT and delivering a digital solution using apps to capture feedback – this may require some up front work with tenants to ensure they use the service but it aligns with the Council's digitalisation strategy going forward;
- Reviewing resource management and ensuring ***we get it right first time***;
- Undertake the STAR annual survey to benchmark customer satisfaction; and
- Use Housemark and APSE to benchmark our performance and customer satisfaction.

Stores

The service has secured a contract with Travis Perkins to provide stock through bulk supply and has been closely monitored this year. The contract enables the HRA to ensure best value for the top 500 stock items through a transparent process where the HRA can benchmark and challenge prices through reviewing the high spend and high volume products and test the market when needed.

Flintshire Housing Services

Key Priorities 2019/20

Fleet Review

A new corporate contract to supply fleet is being secured through EFS, the service required has been defined and established together with targeted efficiencies including mileage and fuel. Vehicles will be tracked and reports produced for Team Leaders on mileage, fuel consumption and driving behaviours, providing a 'demand plan' for the usage of the vehicles and, through constant review, will enable management of the impact of the costs of the fleet.

4.2 New build programme (SHARP)

The following table provides an overview of the delivery of new Council homes to date in Flintshire.

Site	Property type	Number of Units
Custom House, Connah's Quay	2 Bed House 3 Bed House	8 4
Total units delivered 2016/17		12
The Walks, Flint	1 Bed Apartment 2 Bed Apartment 2 Bed House 3 Bed House	4 2 18 6
Redhall, Connah's Quay Maes y Meillion and Heol Y Goron, Leeswood	2 Bed House 2 Bed apartments 2 Bed bungalows 2 Bed House	5 4 4 2
Ysgol Delyn, Mold	3 Bed House 2 Bed House 3 Bed House	3 10 6
Total units delivered 2017/18		64
Melrose, Shotton	1 Bed Apartment 2 Bed Apartment 2 Bed House	2 2 5
The Dairy, Connah's Quay	2 Bed House 3 Bed House	3 3
Total units delivered 2018/19		15

The following schemes at Llys Dewi, Nant y Gro, Dobshill and Maes Gwern have been approved by Cabinet and work will continue during 2019/20.

Site	Number of Units
Llys Dewi, Penyffordd	37
Nant y Gro, Gronant	23
Dobshill	15
Maes Gwern, Mold	4
Total	79

Flintshire Housing Services

Key Priorities 2019/20

The Council is currently in the process of undertaking detailed site feasibility works on a number of additional sites for inclusion in the next tranche for development. These sites will be presented for Council approval during 2019.

4.3 Capital Programme - WHQS

The HRA has a 6 year rolling programme of works, which commenced in 2015/16, and is let to selected contractors. The work is arranged geographically, each district receiving a programme of work every year. The Council resources assigned to delivering WHQS are approximately 30 members of staff within the Capital Works Team, and other team members have been identified to help facilitate delivery, such as System Auditors, Tenant Liaison Officers, Surveyors, Inspectors and Modern Apprentices.

The programme internally includes kitchens, bathrooms and central heating, while the envelope works includes roofing, windows and doors. The following are the compliance guidance on installation:

- Electrical installations brought up to WHQS standards when renewed at the end of their economic life.
- Timber fascia's renewed with uPVC at the end of their economic life, unless forming part of wider project such as whole house approach.
- Timber doors renewed with uPVC at the end of their economic life, unless forming part of wider project such as whole house approach.
- Timber windows renewed with uPVC at the end of their economic life, unless forming part of wider project such as whole house approach.
- Kitchens that are over 15 years old are renewed as part of this approach. When renewed, kitchens will be upgraded to meet all requirements of the WHQS.
- Bathrooms without showers are upgraded when the current bathroom reaches the end of its economic life; or as part of a Capital Works Internal project; or 'Major Void' works.

More broadly, Flintshire County Council has been successful with a bid for energy efficiency funding for delivery in future years and has been awarded £2.7 million from the Affordable Warmth Solutions (National Grid) Warm Homes Fund to install central heating systems and energy efficiency measures in up to 500 properties across Flintshire and to provide broader energy and health assistance across North Wales over the next three years.

Table A: Performance targets WHQS

Year	Internal work Target	Envelope Target
1 2015/16	1,457	317
2 2016/17	1,398	209
3 2017/18	1,488	658
4 2018/19	389	860
5 2019/20	Acceptable fails	1,187
6 2020/21	Acceptable fails	969

To successfully deliver Year 5 of the Capital Works Programme, the HRA is in the process of comparing various framework providers to ascertain which would be best suited for the individual work streams. We will be reviewing each of the Framework Provider's:

- costs;
- the sub-contractors on their lists; and
- references for past projects.

From this exercise we will be able to tender and procure the best suited contractors to assist us to deliver this element of the WHQS Capital Programme with the aim of delivering efficiencies against costs and resource requirements.

Flintshire Housing Services

Key Priorities 2019/20

Customer satisfaction

WHQS are currently achieving an average of 95% customer satisfaction. Each contractor is scored from 10 questions, which maps the tenant's journey through the upgrade works and scores key elements which allows us to identify any weaknesses or risks and to action accordingly. The tenant satisfaction survey is completed by the Council's Tenant Liaison Officers in a face-to-face informal interview, asking for honest feedback that can help the team and service to improve. Some tenants prefer to complete the survey in their own time and can return it via Free Post or can have it collected. This important part of the process enables the team to gather key performance data that is used to correctly measure the contractors' customer focus onsite.

Asset Compliance

(i) Fire Safety

The HRA own and manage three purpose-built high rise blocks, designated as sheltered housing with stay put/ stay safe policy in the event of a fire. The three high rise blocks have been recently refurbished externally and we are proceeding with the internal works following our Fire Risk Assessment (FRA) plans. The external envelope was insulated with a Thermoshell Rock System which was a rock mineral wool slab directly fixed to the substrate, and as a result no BRE testing was required. The windows and roof covering were also renewed.

The three high rise blocks have also benefited from a retro-fit Sprinkler System to all flats, plant rooms and common areas with the exception of the single stair case. We have completed a number of Fire Risk Assessments to the high rise blocks and are in the process of continuing to apply the same method to all of our low and mid-rise blocks.

(ii) Asbestos

We maintain compliance under the duty to manage Asbestos Regulations. We have reviewed our approach to information management and have implemented a new system with regards to surveying 100% of properties before any works commence to a Flintshire Standard Scope.

(iii) Legionella

The HRA have completed a number of Legionella Assessments with the process continuing until all risks have been captured across the housing stock. We have developed a monitoring regime in line with current regulations and from this all actions that are identified are programmed and addressed within stipulated time frames.

(iv) Radon

The HRA have recently developed a draft proposal that will identify risk associated to radon and will develop an action plan of remedial work to reduce the risks to an acceptable level.

Flintshire Housing Services

Key Priorities 2019/20

4.4 Housing and Neighbourhood Management

The service provides a strategic and important link to addressing tenants' vulnerability through a proactive approach with other internal teams such as the Income Team and Supporting People; as well as with key partners including Housing Associations. This ensures a joined up approach with maximum impact, whilst delivering an effective approach efficiently. As part of the approach to addressing vulnerability, the Council has produced a policy to focus the approach with the following objectives:

- To identify tenants who require support in the management of their tenancy.
- To encourage and promote partnerships and multi-agency working with both internal and external agencies in assessing and meeting the support needs of tenants.
- To enable tenants to reduce instances of breached tenancies and subsequent court actions.
- To provide practical assistance and financial advice to tenants who need this service.
- To attempt to prevent tenancy failure and resulting homelessness.

By having an approach that recognises the needs of vulnerable people and provides the necessary levels of support this will enable tenants to be more able to meet their tenancy obligations. As a result, tenancies will be more sustainable and the instances of anti-social behaviour will be reduced. All tenancies are managed and operated within the framework of the Council's Tenancy Management Policy.

Service delivery

The Housing Management Service has been the subject of a review in the previous year, resulting with a restructure of the delivery teams. The service is now be delivered through the following teams: Neighbourhood team; New Customer team; Community Safety team; and Customer Engagement team, the roles are set out below. The teams are fully operational, with the six 'patch areas' established and local action plans in place.

(i) Neighbourhood Team

The proposal includes the addition of a new post focused on tenancy sustainment and inclusion. There are seven Neighbourhood Housing Officers within the structure and, to support the further integration of housing and asset management, it is proposed that the designated neighbourhood areas are aligned to the six new patch areas of:

- Buckley
- Connahs Quay and Shotton
- Deeside and Saltney
- Flint
- Holywell
- Mold

Each Officer will be designated to one of the new six patch areas, with the seventh Neighbourhood Officer being used to provide additional floating support in areas that require intensive management intervention and support. They will also be used to provide flexibility and cover to help build the resilience of the team.

The designated neighbourhood areas are an increase from the current Neighbourhood Officers patch size, however, this is a reflection of the change in the functions and the creation of a new customer team who will be responsible for the allocations and lettings. The role of the Neighbourhood Officer will be more focused on providing a visible and accessible tenancy and estate management service. This includes dealing with low level anti-social behaviour cases with the specialist community safety team taking responsibility for high level and complex ASB cases.

Flintshire Housing Services

Key Priorities 2019/20

Neighbourhood Officers will be expected to work in an agile and flexible way providing a responsive and mobile service, which is visible and accessible to customers. This will include regular estate walkabouts, tenancy profile visits, new tenant visits along with other initiatives to develop a more detailed knowledge of the portfolio of homes including stock profile, resident's needs and wider community issues. Neighbourhood Officers will then use this customer insight and data to tailor services and develop effective neighbourhood plans to target resources and drive forward improvements. The Caretaker/ Janitor role has been reviewed creating a handyman service. This role will be used to support some of the Council more vulnerable customers, helping them to maintain their tenancy. The handyman's service will also help support local community initiatives and projects helping to maintain clean, green and safe neighbourhoods.

(ii) New Customer Team

There are four New Customer Housing Officers within the team who will be designated to one of the new patch areas and they will also be responsible for covering each other's areas. Discussion will need to take place to ensure an even distribution of voids across the Officers. There are approximately 700 voids per year across the stock, which equates to 175 voids per annum per new Customer Housing Officer. When broken down further this would be approximately 14 voids per month equating to three each week.

The new customer team will be responsible for ensuring the effective and efficient allocation for the letting of void properties and ensuring that pre-tenancy assessments are carried out and support identified to help minimise tenancy failures. They will work closely with Housing Solutions and the Voids team to ensure a seamless delivery of the service working to ensure that empty properties are re-let in the most efficient and effective way. This will include adopting innovative and dynamic approaches to marketing and allocating vacant homes. The new customers team will also lead on marketing the Council 'available to let' homes on the website.

A new Tenancy Sustainment Officer is to be appointed to provide initial support to more vulnerable customers to help support them set up their new home and sustain their tenancy. This support will be for an initial period, during which time referrals will be made to the relevant support services. It is anticipated that by offering a seamless transition of support it will help to reduce the number of tenancy failures.

(iii) Tenancy Enforcement Team

The three Community Housing Officers will each be designated to two of the six new district areas and will be responsible for dealing with high level and complex anti-social behaviour cases including any legal action. They will be responsible for overseeing the management of cases and assisting with performance reporting. As well as being responsible for using a wide range of tools to prevent and tackle tenancy breaches including adopting a multiagency approach. The team will be the lead contacts for Community Safety Partnership Meetings.

(iv) Customer Engagement

This role focuses on financial and digital inclusion as well as supporting and promoting employment related initiatives.

Flintshire Housing Services

Key Priorities 2019/20

4.5 Repairs and Maintenance

The service delivers all responsive repairs and maintenance, with a team of 110 operatives, across the HRA stock. The service provided includes:

- Gas servicing, including for NEW Homes;
- Electrical checks in line with legislative requirements;
- Cyclical maintenance including monthly lighting checks and fire alarm testing;
- Emergency 24 hours call out service;

The priorities for the service are:

- to improve the efficiency of the service through improved resource management;
- to support other areas of the service to become more efficient (i.e. void turn arounds); and
- to become more effective through new ways of working.

Service delivery

The service has recently undertaken a value for money review, identifying and subsequently achieving efficiencies, and will continue to work within a Value For Money (VFM) framework, embedding the principles of economy, effectiveness and efficiency, whilst maintaining a good quality of service. The review included an appraisal of contractors spend resulting in reduced costs and contractors being used for one off works or major works only.

There have been a number of improvements across a range of areas of the service including:

- reducing the void time and speeding up the turn around, resulting in reduced rent loss for the service. This is achieved through operatives reporting any issues prior to the property becoming empty and completing any external work once the tenants have moved in.
- In addition, the service provides a repairs and maintenance service for NEW Homes and the Council's private rented temporary accommodation through a Service Level Agreement (SLA).
- Successful delivery of the in-house gas service team, which received a positive audit inspection in 2018.

Looking forward, the team is proactively planning for the legislative changes such as the new regulations for electrical installations and checks, and installation of carbon monoxide monitors, with the aim of positively managing any potential impact on the service.

Performance and standards

The headline response times for repairs are being exceeded as set out below.

Repair	Target	Performance achieved
Emergency	Emergency	2 hours
Urgent	Urgent	3 days
Routine	Routine	14 days

Flintshire Housing Services

Key Priorities 2019/20

4.6 Voids delivery

(i) Void inspections

The voids inspection service was reviewed to refocus the resource utilisation and the time it took for the inspection, ensuring a quicker inspection turn around. Subsequently, two skilled / trades employees were seconded to solely undertake the void inspections, significantly improving the performance of the service.

(ii) Void clearance

The HRA has now sub-contracted clearance to a social enterprise 'Flintshire Refurbs', who employ two of the Council's tenants for a year, providing employability skills and basic skills training whilst assisting them into further employment at the end of the contract.

(iii) Major and minor works

The existing contractor framework for major works on voids is currently under a value for money review looking at overall and comparative costs, and as a consequence of significant increase in the costs and the quality of the work, the team is to retender for framework contractors.

All of the minor works and some of the major is completed by the in-house team, including bathrooms and kitchens, where this is deemed to be efficient.

4.7 Aids and Adaptations

The service has developed an Aids and Adaptations Policy which is a cross service policy and aims to align delivery across the Council. The purpose of the policy is to:

'Support council tenants to be supported to obtain the best solutions for themselves and their carers as quickly as possible ensuring a fair and timely system for all. This may involve carrying out adaptations or being supported to look at alternative solutions to meet people's needs'.

The HRA will consider and adapt to the principles of the:

- Housing and Regeneration Act 1996
- Human Rights Act 1998
- Equality Act 2010
- Social Services and Wellbeing Act (Wales) 2014
- Enable adaptations scheme 2016 whilst meeting its financial and overarching duties to all its citizens.

The HRA has a dedicated annual budget for aids and adaptations of £1.015m, which funds minor adaptations up to £1,000 (which is under review) and major adaptations up to £36,000 as per Welsh Government guidelines. The adaptations are delivered by a dedicated team of skilled trades people and an in-house Surveyor. Where the work is specialised or major then contractors are used to expedite speedy delivery.

In addition, the Council works in partnership with its RSL partners and Social Services to capture and address the demand for specialist housing through the Specialist Housing Group, which is deemed as good practice by Welsh Government. The demand is met through both existing stock and the necessary DFG; an acquisition of a property which can be adapted by our partner RSLs; or through including a specifically designed and built property as part of the new build programme. This approach has resulted in people being housed in suitably adapted property over the last 12 months.

Resource & Financial Requirement

5.1 Rents

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

The existing policy (CPI + 1.5% + up to £2 per week) expires on 31st March 2019 and the outcome of the Affordable Housing Supply Review will provide details of the future policy.

In 2019/20 a one year interim policy will apply.

1. The annual uplift will be set at CPI only i.e. 2.4%.
2. The maximum amount a social landlord can increase an individual tenant's weekly rent is **2.4%**. For the avoidance of doubt, **the discretion to apply "up to £2 per week" has been removed for those social landlords whose average weekly rent is within or above their Target Rent Band.**
3. Where a social landlord's average weekly rent is below their Target Rent Band and is required under the Rent Policy to be within the Target Rent Band, **the maximum amount they can increase an individual tenant's weekly rent is 2.4% + £2.**
4. This decision will apply for one year only (2019-20) while we are awaiting the outcome of the Affordable Housing Supply Review.

The rent policy sets out the total target rent band for each landlord. The council's average target rent for 2019/20 is £97.56. On 1st April 2019 the council's average rent will be £93.78. The council's current average target rent is below the target rent band and the council has the discretion to apply up to £2 per week for tenants whose weekly rent sits below target.

For the purposes of the business plan a 2.4% plus up to £2 a week increase in rents has been included.

Anticipated Rental (including voids rent loss) and other income for the three year period 2019/20, 2020/21 and 2021/22 are shown in the table below:

Year	Net Rental Income	Other Income	Total Income
2019 – 2020	£34.688m	£ 1.572m	£ 36.260m
2020 – 2021	£35.654m	£ 1.760m	£ 37.414m
2021 – 2022	£36.584m	£ 1.781m	£ 38.365m

Rent Charges		2019/2020				
		£'s			No.	
Property Type	No. of Properties	Target Rent	Average Transitional Rent	Variance	Equal to/above Target Rent	Below Target Rent
G1Bedsit	22	70.32	70.32	0.00	22	0
G1bungalow	12	87.44	84.33	-3.11	2	10
G1Flat	161	79.11	78.96	-0.15	156	5
G1House	2	87.44	70.91	-16.53	0	2
G2Bungalow	3	97.15	92.46	-4.69	0	3
G2Flat	303	87.90	87.67	-0.23	285	18
G2House	705	97.15	94.06	-3.09	290	415
G2Maisonette	9	87.90	88.78	0.89	9	0
G3Bungalow	4	106.87	106.61	-0.26	3	1
G3Flat	38	96.69	95.34	-1.35	24	14
G3Maisonette	1	96.69	96.69	0.00	1	0
G3House	3,112	106.87	100.56	-6.30	736	2,376
G4House	130	116.58	107.80	-8.78	24	106
G5House	5	126.30	116.61	-9.69	2	3
G6House	5	126.30	119.27	-7.03	2	3
GNB1Apartment	6	79.11	83.06	3.96	6	0
GNB2Apartment	8	87.90	92.55	4.65	8	0
GNB2House	52	97.15	100.70	3.55	32	20
GNB3House	21	106.87	109.00	2.14	11	10
GNB2Bungalow	4	97.15	100.21	3.06	1	3
M1Mini Group Bungalow	299	87.44	85.28	-2.15	166	133
M1Mini Group Flat	116	79.11	79.16	0.05	116	0
M2Mini Group Bungalow	94	97.15	94.43	-2.72	55	39
M2Mini Group Flat	23	87.90	87.90	0.00	23	0
M3Mini Group Bungalow	1	106.87	106.87	0.00	1	0
S1Sheltered Bedsit	64	70.32	70.32	0.00	64	0
S1Sheltered Bungalow	850	87.44	85.91	-1.53	499	351
S1Sheltered Flat	322	79.11	79.13	0.02	322	0
S1Sheltered House	1	87.44	87.44	0.00	1	0
S2Sheltered Bungalow	510	97.15	92.86	-4.29	140	370
S2Sheltered Flat	305	87.90	87.90	0.00	305	0
S2Sheltered House	1	97.15	90.48	-6.67	0	1
S2Wardens Bungalow	2	97.15	97.15	0.00	2	0
S2Wardens Flat	4	87.90	87.90	0.00	4	0
S2Wardens House	1	97.15	95.33	-1.82	0	1
S3Sheltered Bungalow	2	106.87	106.35	-0.51	1	1
S3Wardens Bungalow	16	106.87	105.97	-0.90	12	4
S3Wardens Flat	1	96.69	96.69	0.00	1	0
S3Wardens House	20	106.87	102.40	-4.46	6	14
S4Wardens Flat	1	105.48	105.48	0.00	1	0
SO3Shared ownership houses	12	85.49	85.49	0.00	12	0
Total	7,248	97.56	93.78	-3.78	3,345	3,903

Note

G = General Need

GNB = General Needs New Build

S = Sheltered

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

SO = Shared Ownership

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

Resource & Financial Requirement

The chart shows the transitional rents chargeable to Flintshire tenants under the new rents policy from 2019/20 and how they compare to target rents. The average rent chargeable for 2019/20 is £93.78 some £3.78 below the weekly target rent under the interim policy. On 1st April 2019 it is estimate that 46% of tenancies will be at target rent.

5.2 Empty Properties

Void rent loss is currently at 1.75% of rental income. The business plan has been adjusted to assume this level of void rent loss in future years.

5.3 Service Charges

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

Flintshire is implementing service charges on a phased basis for existing/ongoing tenancies. Since April 2015 all new tenants have paid for services. A tenant consultation will take place in 2019/20 to review services and discuss implementation of future revised charges.

With the exception of services provided for the benefit of individuals, the service charges outlined above are all currently 'housing benefit eligible'.

5.4 Garage Rents

Garage rents are currently charged at £7.61 per week. We are proposing an increase of £1 per week. Garage plots are currently £1.20 per week. We are proposing a 20p increase per week.

5.5 Proposed financial changes to the 2019/20 business plan

The table below lists the proposed changes to the funding of the 2019/20 business plan. This includes additional funding and any efficiencies identified since last year.

Efficiencies / Use of One Off Funding

No.	Section	Description	Recurring/ Non-recurring	2019/20 £m	Narrative
1	Borrowing Costs	Reduction in borrowing interest rate/costs	Non-recurring	(0.628)	This is a change to the projected interest costs because the SHARP Batch 3 schemes will commence later than planned and differ in numbers from the assumptions included in the current business plan.
2	Borrowing Costs	Reduction in MRP	Non-recurring	(0.254)	This is a change to the projected 19/20 debt repayment because the level of borrowing is not expected to be as high on the 31st March 2019 as the 18/19 business plan assumed.
3	Capital Programme Funding	Prudential Borrowing	Non-recurring	(1.430)	The increase in prudential borrowing will fund the additional WHQS expenditure of £0.5m (see below) and contribute £0.9m towards the Innovative Housing Programme SHARP scheme at Garden City.
4	Capital Programme Funding	Use of capital receipts from Right to Buy sales and sale of land	Non-recurring	(0.375)	Capital receipts of £0.375m will be used to support SHARP schemes.
5	Capital Programme Funding	Use of commuted sums	Non-recurring	(0.535)	Committed sums of £0.535m will be used to support SHARP schemes.
6	Capital Programme Funding	Innovative Housing Programme Grant	Non-recurring	(1.100)	Grant monies will support the scheme at Garden City
7	Capital Programme Funding	Solar PV Feed In Tariff	Recurring	(0.275)	Income generated by Solar PV contracts
8	Revenue Grant Income	Affordable Housing Grant	Recurring	(0.194)	Grant monies to support borrowing costs relating to SHARP
9	Management & Support	Health & Safety Vacant Post	Non-recurring	(0.052)	This post was established in 2016. A non-recurring efficiency is included for 2019/20 and the permanent outcome will be incorporated as part of the Housing & Assets restructure.
10	Management & Support	Prog Manager Welfare Reform Vancant Post	Non-recurring	(0.012)	The current post-holder is seconded to Welsh Government.
11	Management & Support	Support Recharges	Recurring	(0.032)	This budget existed to pay for employee related costs (training, mileage, expenses etc.) for staff whose salary costs are split between the HRA, New Homes and the Council Fund. For example, Finance, IT, Community Based Accommodation Support Services. The demand for this budget has diminished over the last few years and the budget can now contribute towards the additional Support Service recharge (see below).
12	Management & Support	SHARP Site Investigation Fees	Recurring	(0.028)	A budget of £0.047m was set aside in 2016 for non staffing costs relating to SHARP (e.g. legal advice, consultants, site investigation fees which cant be capitalised). The budget has been reduced to £0.020m to cover any advice required in the future.
13	Management & Support	Buildings Insurance	Recurring	(0.035)	There has been a reduction in the cost of the FCC buildings insurance premium.
14	Management & Support	Finance SLA	Recurring	(0.027)	As part of the Finance restructure, the number of Finance staff providing support to the HRA, SHARP and NEW Homes has reduced from 5.3ftes to 4.5ftes (3.6 x ftes funded by the HRA and 0.9 x ftes funded by NEW Homes). This is in addition to savings released in previous years.
15	Repairs & Maintenance	Capitalisation of DFG posts	Recurring	(0.061)	The majority of the Disabled Facilities Grant posts are capitalised with the exception of 1x Bricklayer and 1x Labourer. It is proposed to capitalise the whole team to be consistent with accounting treatment.
16	Repairs & Maintenance	Fleet Reduction	Recurring	(0.060)	Fleet recharges have reduced during 2018/19 because an element of the management costs have been apportioned across a wider range of services than in previous years.
		Total Revisions to HRA Funding		(5.100)	

The table below lists the proposed revisions to HRA expenditure and any pressures which have arisen since last year. The overall balance making a contribution towards savings of £0.58m.

Investment Decisions / Cost Pressures

No.	Section	Description	Recurring/ Non-recurring	2019/20 £m	Narrative
1	Rents	Impact of revised rent policy decision & revised SHARP rent projections	Part-recurring	0.736	This amount reflects the approximate impact of the revised rent policy and SHARP rent projections. This pressure will have been partially offset by increases in rents following turnover of tenants.
2	Rents	Increased voids percentage (days void)	Recurring	0.112	This relates to the rent lost during void periods including hard to let properties and sensitive lets. The decision to complete WHQS works as properties become void also increases the number of days each property is empty and results in additional rent loss.
3	Other Income	Service Charges	Non-Recurring	0.068	This pressure reflects the difference between the anticipated service charge income for 19/20 and the revised proposal to keep service charges at the same level during 2019/20.
4	Other Income	Increased garage voids/demolition	Recurring	0.021	This relates to garage rent lost because garages are either unoccupied or are due to be demolished.
5	Capital Programme	Increased WHQS Allocation	Two Years	0.500	This increase covers the additional costs of envelope works.
6	Capital Programme	Energy Efficiency Works	Recurring	0.275	Using Solar PV Feed in Tariff.
7	Capital Programme	SHARP Programme	Non-Recurring	0.930	This covers the additional HRA investment in the Garden City Scheme. £1.1m will be grant funded (Innovative Housing Programme).
8	Capital Programme	Affordable Housing Grant	Non-recurring	1.243	£1.243m capital funding was previously included in the business plan for 2019/20. This grant will now be paid to the Council as revenue funding spread over 28 years to assist with borrowing costs.
9	Employee Costs	Salary Costs / Pay Award	Recurring	0.298	The pay award for 2018/19 and 2019/20 was approved after the budget for 2018/19 had been set. This pressure covers the element of the award above standard inflation and estimated changes to pay legislation (e.g. living wage, pension contributions, national insurance contributions).
10	Non Standard Inflation	Price Inflation	Recurring	0.475	Additional budget has been built in to cover estimated increases on gas, electricity, materials and subcontractor costs (including the capital programme). The standard inflation rate has also increased from 2% to 2.4% (October CPI)
11	Management & Support	Feasibility (Regeneration works)	Non-recurring	0.100	This provision is to cover the costs of any feasibility works in advance of any regeneration projects.
12	Management & Support	Support Service Recharges	Recurring	0.158	This pressure reflects the increase in the allocation of corporate overheads to the HRA.
13	Repairs & Maintenance	2 Inspectors and Travel Costs	Recurring	0.025	This pressure covers the additional salary, travel etc. costs incurred when replacing one Plumber and one Plasterer with two Inspectors. This will make the current arrangements permanent.
		Total revisions to HRA Expenditure		4.941	
		Budgeted contribution to reserves		(0.158)	

Resource & Financial Requirement

5.6 Staff and associated costs

The business plan includes 221.84 established Positions (FTE) within the Housing Revenue Account (including the WHQS Capital Works Team) in 2019/20.

5.7 Housing Asset Management

Housing Asset Management (HAM) includes Responsive repairs, voids, WHQS and cyclical works and Disabled adaptations. Total FTE's for HAM assumed in the plan are 168.5. The revenue budget for 2019/20 is £8.530m (£1,177 per tenancy).

5.8 Estate Management

Estate Management includes Rents, Anti-Social Behaviour, Tenant participation and Tenancy management services. Total FTE's assumed in the plan are 33.36. The planned budget is £1.722m.

5.9 Landlord Services

Landlord Services includes all costs associated with service charges and landlord costs for communal buildings. Total FTE's assumed in the plan for Landlord Services are 8. The planned budget is £1.465m.

5.10 Management & Support Services

Management & Support Services include Finance and cash collection, I.T, member services, HR and Training, Legal, Insurance, Buildings, admin and corporate management costs. The FTE's assumed on the plan for Management & Support Services are 11.98. The planned budget is £2.563m.

5.11 Capital Financing

Financial Year	New Build Programme	WHQS	Regeneration	Total Borrowing Costs	Closing HRA Debt
2019 – 2020	£9.254m	£4.162m		£8.380m	£139.453m
2020 – 2021	£9.867m			£8.982m	£146.531m
2021 – 2022	£1.336m		£3.000m	£9.391m	£147.849m

Welsh Government have now lifted the borrowing cap of £143.934m agreed as part of the original self-financing agreement introduced in April 2015. Work is currently underway, through legal colleagues, to terminate the Voluntary Agreement under which each authority exited the former Housing Revenue Account Subsidy scheme. The draft business plan proposals do not breach the existing debt cap during 2019/20.

The capital programme for 2019/20 is £34.208m of which £21.586m is allocated to achieving the Welsh Housing Quality Standard, £1.083m to DFGs, £0.275m to Energy Efficiency and £11.264m to new builds.

Monitoring and Evaluation

Risk management plans have been developed for the WHQS programme and the SHARP new build programme, which are regularly monitored by the Housing and Regeneration programme board; the Scrutiny committee and the Council's Cabinet.

The risk register below for the overall HRA is updated and monitored monthly at the Housing and Regeneration Programme Board.

Ref	Description/Issue	Risk	Mitigation Act (MA) / Response Plan (RP)
1	MRA funding certainty - MRA is included within the HRA 30 year Business Plan at £5.0m per annum	MRA funding is only guaranteed year on year the risk is that MRA funding is not received	Ensure delivery of WHQS programme Fully complete Welsh Government MRA returns on a quarterly basis Lobby Welsh Government on need for MRA to continue to invest in the Housing stock Monitor and review at HRA Programme Board
2	Meeting the WHQS by 2020 - Delivering a significantly increased investment programme	Annual programme is not delivered to target Major supplier issues Contractor performance or contractor viability issues Loss of key staff Recruitment to delivery team Significant stock condition issues Tenant satisfaction falls	Effective contractor management Appoint sufficient resource in delivery team Develop a revised delivery team structure Appoint additional Tenant Liaison Officers Post inspection of completed work Stock Condition Survey in place Monitor and review at HRA Programme Board
3	Delivering the New Build programme by 2020	Mobilisation Phase of the Programme does not achieve the completion of the first phase of development in Flint by April 2016 Unsuitable sites selected for development and / or planning permission not granted Reputational risk through poor communication of Programme objectives progress and outcomes	Integration of the Programme with the development of the Local Development Plan (LDP) and the housing strategy Integrated Communications Plan Design Procurement process to meet commissioning objectives More intensive site visits to be conducted on potential development sites Early feasibility investigations to be undertaken in respect of sites identified Concurrent work stream to liaise with highways; planning and street scene officers Monitor and review at HRA Programme Board
4	Introduction of charging for services	Quality and cost of services delivered Recovery of income Tenant satisfaction	Extensive tenant consultation Effective debt management arrangements Review of standard and cost of services delivered Monitor and review at HRA Programme Board
5	Maximising rental income particularly in light of ongoing Welfare Reforms	Poverty issues Increase in rent arrears Tenancy sustainment issues	Effective tenancy management Creative use of DHP Consideration to resource for tenancy sustainment Monitor and review at HRA Programme Board

Monitoring and Evaluation

Ref	Description/Issue	Risk	Mitigation Act (MA) / Response Plan (RP)
6	Meeting Annual Efficiency targets - Delivering the HRA efficiency plan ensuring savings targets are achieved	Efficiency targets not met Detrimental impact on service delivery Tenant satisfaction	Monitor progress through Council Housing Service Senior Management Team Service Plans and 1:1's Financial management and monitoring Monitor and review at HRA Programme Board
7	Proposed Rent review	Impact on HRA Business Plan Ability to deliver WHQS Ability to deliver New Build programme Impact on HRA services and sustainability	Ensure dialogue with Welsh Government Ensure representation on relevant National boards Modelling and risk management Monitor and review at HRA Programme Board
8	Emerging changes in the priorities for the carbon based economy	Potential impact on the investment planning for the longer term	To be determined

Action Plan

Key Actions for 2019/20

The following actions will support the delivery of the priorities set out in this business plan:

1. Grow the housing stock by a minimum of 1,000 over the lifetime of the plan;
2. Maintain, sustain and build on the improvements delivered through WHQS investment; and
3. To be in the top quartile for performance and quality of service delivery.

The table below sets out the high level actions for 2019/20 to enable the delivery of the HRA within the framework of the priorities set out above, and also reflect the individual detailed service plans.

Action	Detail	Progress	Timeframe	Responsible /lead time
1	Inform and influence the wider Council's housing strategy development.	Draft Housing Strategy for 2019-2024 complete	March 2019	Housing Strategy
	To undertake strategic acquisitions to support local regeneration or other local priorities including meeting short/medium term demand	Five properties have been purchased under the strategic acquisition / right to buy back scheme. They are currently undergoing the void maintenance works to enable them to be let in accordance with the demand from SARTH register.	Ongoing	Business Performance Team Manager
2	To deliver community benefits as part of the WHQS and SHARP programme	In the process of being developed – subject to procurement rules.	Ongoing	Regeneration Manager
	To establish a process, in line with the Council wide strategy, to measure and capture community benefits			
3	Develop and inform the energy efficiency strategy	Awaiting results of the refreshed stock condition survey	September 2019	Capital Works Team Manager
	Develop an investment and VFM approach to energy efficiency post WHQS	Review of all of the Energy Performance Certificates (EPC's) and the procurement of further EPC's to enable the Council to complete an in depth review of all Council properties falling under the SAP 65 threshold. Complete an action plan to address those properties below SAP65 detailing the level of investment needed to bring each property up to WHQS Standard. From this a post 2020 delivery plan can be considered in line with WG requirements (decarbonisation) to acceptable levels.	Ongoing	Capital Works Team Manager / Operations Manager

Action Plan

Key Actions for 2019/20

Action	Detail	Progress	Timeframe	Responsible /lead time
4	Develop and introduce a value for money framework	Achieve year on year efficiencies through a cost benefit approach	Delivery of the new Management structure	March 2020 All Managers
5	Improve efficiencies on major and minor works	Undertake a value for money review on the comparative costs on retender	There is a tender to review the Schedule of Rates for void works that is currently with Procurement. The retender may give options to utilize additional sub-contractors and attain value for money. To be review in six months.	September 2019 Operation Managers
6	Improved IT capability for reporting including Open Housing and KPIs	Update the servers to enable the productivity module to be opened in Open Housing so individual work output can be monitored.	Awaiting new Management structure	September 2019 IT services
		Join up the IT and deliver a digital solution using apps to capture customer feedback – this may require some up front work with tenants to ensure they use the service but it aligns with the Council's digitalisation strategy going forward.	Awaiting new Management Structure	September 2019 Housing Manager /Project Manager
		Introduce software system to identify rent patterns	Mobysoft software is being acquired	September 2019 Income Services
7	Improved understanding of asset base	Undertake/ update the stock condition survey	Tender delayed due to resource requirements and in house PDA total mobile solution. Once completed Stock Survey information can be imported directly into the Housing Asset Management System (Open Housing).	September 2019 Capital Works Team Manager
		Maintain stock data and asset register	As above	Ongoing Capital Works Team Manager
		Review and assess the potential to realign existing housing stock to meet changing demands on the stock	As above	Ongoing Capital Works Team Manager
		Develop a register of stock that has existing aids and adaptations which can be identified at re-let for most appropriate letting, to achieve better efficiency of existing stock.	The maintenance inspectors for voids are capturing any historical adaptations that have been undertaken. This information will be available.	September 2019 Operations Manager

Action Plan

Key Actions for 2019/20

Action	Detail	Progress	Timeframe	Responsible /lead time	
8	To implement the Customer Involvement Strategy and Action Plan	<p>Improved understanding of customer satisfaction and involvement through a range of tenant support including:</p> <ul style="list-style-type: none"> • Providing more opportunities for tenants to engage particularly through the development of local arrangements. • Helping tenants to resolve issues that affect them and help us ensure that tenant retain satisfaction in the quality of our services. • Improving and extending the range of communication options to ensure our tenants are informed, engaged and have the opportunity to challenge. • Developing training programmes which encourage participation and encourages their involvement in the development of resilient communities. 		Ongoing	Housing Manager
9	Preventative work with vulnerable tenants to address rent arrears in conjunction with the Income Team	<p>Working across internal teams including the Income Team, Benefit Team; Housing Solutions; Housing Options and Housing Management, develop appropriate actions around the following areas:</p> <ol style="list-style-type: none"> 1. Lettings arrangements and tenancy allocation to vulnerable tenants. 2. Early identification of arrears. 3. Initial contact to tenants experiencing financial difficulties. 4. Direct contact with tenants. 5. Arrangements in place to support tenants experiencing financial difficulties. 	<p>12 month pilot running to look at reducing the number of rent arrears in Council properties. The Housing Intervention Team consists of 4 officers (2 income officers and 2 Accommodation Support Officers) who will target low level rent arrears below £600. This early intervention is intended to prevent evictions and higher rent arrears.</p> <p>Next stage is to produce an evaluation for the HRA to establish cost effectiveness.</p>	September 2019	<p>Housing Manager /Income Services /Housing Options</p> <p>Income Manager and Housing Strategy</p>

Action Plan

Key Actions for 2019/20

Action	Detail	Progress	Timeframe	Responsible /lead time	
10	Proactive Neighbourhood Management	Regular meetings with other landlords and key partners, including the Police, as part of the implementation of a proactive Neighbourhood Management plan.	In progress	Ongoing	Housing Manager
11	Customer satisfaction	Source an independent company to undertake follow-up satisfaction surveys based on service delivered through regular surveys	Delayed due management changes	September 2019	Service Manager
		Review resource management with the aim of ensuring we get it right first time, particularly in relation to the Call Centre.	The Operations Manager meets with the Call Centre as they provide the service for the R&M team. DP working with Travis Perkins to ensure electronic trading is implemented and van stock replenishment ensures correct materials to complete the job on first visit.	Ongoing monitoring of implementation of service	Business Performance Team Manager / Customer Services
		Implement customer satisfaction process for voids and aids and adaptations	Customer satisfaction has been implemented in the disabled adaptation team. There is to be a review of the void policy/ procedure and customer satisfaction will form part of the review. The satisfaction survey will need to capture the complete customer journey from allocation of a property to start of tenancy.	Completed September 2019	Operations Manager
		Undertake the STAR annual survey to benchmark customer satisfaction	Delayed due to management changes	September 2019	Service Manager /All Managers
		Use Housemark and APSE to benchmark our performance and levels of customer satisfaction.	Performance is currently being reported on both Housemark and APSE, there is not a full year of customer satisfaction data yet.	Ongoing	Business Performance Team Manager
12	To deliver 50 new homes per annum up to 2020 to meet the demand of the social housing register	Ensure the delivery of new build adds value through addressing the pressures for certain housing types by basing development plans on intelligence.	64 Council homes were delivered in 2017/18; a further 24 in 2018/19; and a further 75 are planned for 2019/20. Plans for additional sites are being progressed.	Ongoing	Housing Programmes Service Manager
		Undertake a review and update of the Flintshire House Standards	Specification for all new build properties was signed off in November 2018	Completed	Housing Programmes Service Manager

Action Plan

Key Actions for 2019/20

Action	Detail	Progress	Timeframe	Responsible /lead time	
13	To deliver WHQS targets within year and within budget by 2020	Undertake a review of contractors to deliver the fourth year of the programme to achieve efficiencies against costs and resource requirements	All tenders complete. Review of all costs also completed and tenders procured more efficiently. 2019 mop up programme (acceptable fails) due to be tendered in January 2019 and all documentation completed including cabinet report which was further agreed in Q3 2018. Further cost reviews ongoing.	Completed June 2019 Ongoing	Capital Works Team Manager
14	To implement the new patch structure	Develop local action plans across the County	Completed. Housing Officers are delivering improved customer service and customer involvement at local level. More effective partnership working.	Completed	Housing Manager
15	Implement the Asset Plan	Develop a work programme for the boiler repairs; smoke detectors; carbon monoxide and electrical safety to inform budget requirements.	Central Heating Boiler Programme will be completed once the PDA total mobile solution is implemented and the stock survey data uploaded. This will generate the Central Heating Programme automatically. Any boilers that do not reach their desired lifecycle (15 years) will be reviewed with regards to performance and renewed individually through e-repairs and maintenance service.	September 2019	Operations Manager / Capital Works Team Manager
16	Reduce void periods	Increase reporting of issues prior to property becoming empty	Current performance targets are being achieved for work days in maintenance. However there are concerns relating to garden clearance costs. A pre-termination process to review this part of the service for improvement.	March 2019 September 2019	Operations Manager
17	Aids and Adaptations Policy	Develop and consult on the policy to provide a framework for undertaking aids and adaptations to Council stock	There is a current policy and procedure for this part of the service.	March 2019	Operations Manager

Flintshire County Council - HRA 30 Year Financial Business Plan Summary

Yr	Financial Year	Income			Expenditure						Net Operating Balance				Available Capital Funding								Capital Programme								
		Net Rent Income	Other Income	Total Income	Estate Mgmt	Landlord Services	Repairs & Maint	Mgmt & Support	Debt Charges	Total Expenses	Net Operating Expenditure	Balance B/F	CERA	Balance C/F	CERA	MRA	Prudential Borrowing	Capital Receipts	IHP Grant	Commuted Sums	VVP Loan	Energy Feed in Tariff	Total Capital Funding	WHQS Capital Programme	DFG	Strategic Acquisition	SHARP Replacement	Energy Efficiency	Regeneration	SHARP Developments	Total Capital Programme
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
1	2019.20	(34,688)	(1,572)	(36,260)	1,722	1,465	8,530	2,563	8,380	22,660	(13,600)	(1,165)	13,442	(1,323)	13,442	5,065	13,416	375	1,100	535		275	34,208	21,586	1,082		0	275		11,264	34,208
2	2020.21	(35,654)	(1,760)	(37,414)	1,765	1,470	8,703	2,691	8,982	23,611	(13,803)	(1,323)	13,953	(1,173)	13,953	5,065	9,867	1,227				275	30,387	17,914	1,104		0	275		11,094	30,387
3	2021.22	(36,584)	(1,781)	(38,365)	1,806	1,505	9,019	2,754	9,391	24,475	(13,890)	(1,173)	13,903	(1,160)	13,903	5,065	1,336					275	20,579	15,142	1,126	500	0	275	2,200	1,336	20,579
4	2022.23	(37,580)	(1,802)	(39,381)	1,845	1,541	9,315	2,819	9,419	24,940	(14,441)	(1,160)	14,236	(1,366)	14,236	5,065	-					275	19,576	15,452	1,149	500	0	275	2,200	0	19,576
5	2023.24	(39,188)	(1,823)	(41,011)	1,889	1,578	9,474	2,883	9,421	25,244	(15,767)	(1,366)	15,642	(1,491)	15,642	5,065	-					275	20,982	14,536	1,172	500	0	275	4,500	0	20,982
6	2024.25	(39,268)	(1,845)	(41,113)	1,926	1,610	9,663	2,941	9,423	25,563	(15,550)	(1,491)	15,464	(1,577)	15,464	5,065	-					275	20,804	14,834	1,195	500	0	275	4,000	0	20,804
7	2025.26	(40,088)	(1,879)	(41,967)	1,965	1,642	9,856	2,999	9,303	25,766	(16,201)	(1,577)	16,292	(1,487)	16,292	5,065	-					275	21,632	15,138	1,219	500	0	275	4,500	0	21,632
8	2026.27	(40,144)	(1,891)	(42,035)	2,004	1,675	10,054	3,059	9,122	25,914	(16,121)	(1,487)	16,128	(1,480)	16,128	5,065	-					275	21,468	15,448	1,243		2	275	4,500	0	21,468
9	2027.28	(40,963)	(1,914)	(42,877)	2,044	1,708	10,255	3,121	8,944	26,072	(16,805)	(1,480)	16,969	(1,316)	16,969	5,065	-					275	22,309	15,757	1,268		9	275	5,000	0	22,309
10	2028.29	(41,783)	(1,938)	(43,721)	2,085	1,743	10,460	3,183	8,770	26,240	(17,481)	(1,316)	16,958	(1,838)	16,958	5,065	-					275	22,298	14,715	1,293		14	275	6,000	0	22,298
11	2029.30	(42,619)	(1,963)	(44,581)	2,127	1,777	10,669	3,247	8,599	26,419	(18,163)	(1,838)	18,282	(1,719)	18,282	5,065	-					275	23,622	15,009	1,319		18	275	7,000	0	23,622
12	2030.31	(43,471)	(1,988)	(45,459)	2,169	1,813	10,882	3,312	8,431	26,608	(18,851)	(1,719)	18,625	(1,946)	18,625	5,065	-					275	23,965	15,310	1,346		34	275	7,000	0	23,965
13	2031.32	(45,193)	(2,026)	(47,219)	2,213	1,849	11,100	3,378	8,267	26,806	(20,413)	(1,946)	20,567	(1,792)	20,567	5,065	-					275	25,907	16,702	1,373		57	275	7,500	0	25,907
14	2032.33	(45,227)	(2,040)	(47,267)	2,257	1,886	11,322	3,445	8,105	27,016	(20,251)	(1,792)	20,302	(1,742)	20,302	5,065	-					275	25,642	17,036	1,400		80	275	6,000	850	25,642
15	2033.34	(46,132)	(2,067)	(48,198)	2,302	1,924	11,548	3,514	7,947	27,235	(20,963)	(1,742)	20,840	(1,865)	20,840	5,065	-					275	26,180	17,377	1,428		100	275	7,000	0	26,180
16	2034.35	(47,054)	(2,094)	(49,148)	2,348	1,962	11,779	3,584	7,791	27,466	(21,683)	(1,865)	21,730	(1,817)	21,730	5,065	-					275	27,070	17,724	1,457		114	275	7,500	0	27,070
17	2035.36	(47,996)	(2,122)	(50,117)	2,395	2,002	12,015	3,656	7,639	27,706	(22,411)	(1,817)	22,667	(1,561)	22,667	5,065	-					275	28,007	18,079	1,486		167	275	8,000	0	28,007
18	2036.37	(48,955)	(2,150)	(51,106)	2,443	2,042	12,255	3,729	7,489	27,958	(23,148)	(1,561)	23,151	(1,558)	23,151	5,065	-					275	28,491	17,471	1,516		229	275	9,000	0	28,491
19	2037.38	(50,895)	(2,194)	(53,089)	2,492	2,082	12,500	3,804	7,342	28,220	(24,868)	(1,558)	24,560	(1,866)	24,560	5,065	-					275	29,900	17,821	1,546		258	275	10,000	0	29,900
20	2038.39	(50,933)	(2,210)	(53,143)	2,542	2,124	12,750	3,880	7,197	28,494	(24,649)	(1,866)	24,472	(2,043)	24,472	5,065	-					275	29,812	18,177	1,577		283	275	9,500	0	29,812
21	2039.40	(51,952)	(2,240)	(54,192)	2,593	2,167	13,005	3,958	7,056	28,778	(25,414)	(2,043)	25,386	(2,071)	25,386	5,065	-					275	30,726	18,541	1,608		302	275	10,000	0	30,726
22	2040.41	(52,991)	(2,271)	(55,262)	2,644	2,210	13,266	4,037	6,917	29,074	(26,189)	(2,071)	25,850	(2,410)	25,850	5,065	-					275	31,190	18,911	1,640		363	275	10,000	0	31,190
23	2041.42	(54,051)	(2,303)	(56,354)	2,697	2,254	13,531	4,117	6,781	29,380	(26,973)	(2,410)	27,197	(2,186)	27,197	5,065	-					275	32,537	18,659	1,673		430	275	11,500	0	32,537
24	2042.43	(55,132)	(2,336)	(57,467)	2,751	2,299	13,801	4,200	6,647	29,699	(27,769)	(2,186)	28,123	(1,832)	28,123	5,065	-					275	33,463	19,032	1,707		449	275	12,000	0	33,463
25	2043.44	(57,316)	(2,385)	(59,701)	2,806	2,345	14,078	4,284	6,515	30,028	(29,673)	(1,832)	29,556	(1,949)	29,556	5,065	-					275	34,896	19,413	1,741		467	275	13,000	0	34,896
26	2044.45	(57,359)	(2,403)	(59,762)	2,862	2,392	14,359	4,369	6,386	30,370	(29,393)	(1,949)	29,494	(1,848)	29,494	5,065	-					275	34,834	19,801	1,776		482	275	12,500	0	34,834
27	2045.46	(58,506)	(2,438)	(60,944)	2,920	2,440	14,646	4,457	6,260	30,723	(30,221)	(1,848)	29,981	(2,088)	29,981	5,065	-					275	35,321	20,219	1,811		516	275	12,500	0	35,321
28	2046.47	(59,676)	(2,473)	(62,150)	2,978	2,489	14,939	4,546	6,136	31,088	(31,062)	(2,088)	30,957	(2,193)	30,957	5,065	-					275	36,297	20,623	1,847		551	275	13,000	0	36,297
29	2047.48	(60,870)	(2,515)	(63,185)	3,038	2,539	15,238	4,637	6,014	31,465	(31,721)	(2,193)	31,417	(2,497)	31,417	5,065	-					275	36,757	21,036	1,884		562	275	13,000	0	36,757
30	2048.49	(62,087)	(2,553)	(64,440)	3,098	2,589	15,543	4,730	5,894	31,854	(32,586)	(2,497)	32,887	(2,196)	32,887	5,065	-					275	38,227	21,457	1,922		573	275	14,000	0	38,227

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HRA Capital Programme 2019/20

HRA Capital Programme	
WHQS	£'m
CATCH UP REPAIRS / MAJOR WORKS	
Urgent Capital Works	0.519
IMPROVEMENTS / COMMUNAL WORKS	
Fire Risk Assessments Work	0.520
General DDA Work	0.052
IMPROVEMENTS / ACCELERATED WORKS	
Asbestos Survey and Removal (Ongoing Programme)	0.624
Off Gas Programme	0.364
Welfare Reform / Adaptations	0.104
PROGRAMMED WORK STREAMS	
Internal Works	1.638
Envelope Works	12.282
External Works, Paths, Fences	0.494
Environmental Works - General	1.976
Capitalised Salaries	1.193
WHQS Acceptable Fails	1.040
Empty Properties	0.780
Total WHQS	21.586
Non WHQS	
Disabled Facility Grants (DFG) - Mandatory/ Minor Adaps	1.082
Energy Efficiency	0.275
Total Non - WHQS	1.357
SHARP Programme	
Batch 1 & 2 Retentions	0.207
Batch 3 Commitments	7.087
Batch 4 Estimates	3.970
Total SHARP Programme	11.264
Total Capital Spend	34.208

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CABINET

Date of Meeting	Tuesday, 19 th February 2019
Report Subject	Minimum Revenue Provision – 2019/20 Policy
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

Local Authorities are required each year to set aside some of their revenue resources as provision for the repayment of debt.

Regulations require an authority to each year make an amount of Minimum Revenue Provision (MRP) which it considers to be 'prudent'. The Regulations themselves do not define 'prudent' provision. Welsh Government (WG) has provided guidance which makes recommendations to local authorities on the interpretation of the term and authorities are required to prepare an annual statement of their policy on making minimum provision.

As part of the budget strategy for 2018/19 officers critically reviewed the Council's 2017/18 MRP policy following a recommendation made in an independent peer review of the Council's financial position and recommended that changes be made to parts of the policy. A detailed report was considered and approved by Council in March 2018 outlining the review and the recommended changes. This followed changes made to the 2016/17 MRP policy as part of the budget strategy for 2017/18.

Local Authorities are required to set a policy for each financial year and this report recommends that the 2019/20 MRP policy remains the same as that of 2018/19, following two back to back reviews and is presented to Members as part of the suite of 2019/20 budget setting reports being considered by Cabinet and Council during February 2019.

RECOMMENDATIONS

1	<p>Members approve and recommend to County Council for Council Fund (CF) outstanding debt that:-</p> <ul style="list-style-type: none">• Option 3 (Asset Life Method) be used for the calculation of the MRP in financial year 2019/20 for the balance of outstanding capital expenditure funded from supported borrowing fixed as at 31st March 2017. The calculation will be the 'annuity' method over 49 years.• Option 3 (Asset Life Method) be used for the calculation of the MRP in 2019/20 for all capital expenditure funded from supported borrowing from 1st April 2016 onwards. The calculation will be the 'annuity' method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits.• Option 3 (Asset Life Method) be used for the calculation of the MRP in 2019/20 for all capital expenditure funded from unsupported (prudential) borrowing or credit arrangements. The calculation will be the 'annuity' method over an appropriate number of years, dependent on the period of time that the capital expenditure is likely to generate benefits.
2	<p>That members approve and recommend to the County Council for Housing Revenue Account (HRA) outstanding debt:-</p> <ul style="list-style-type: none">• Option 2 (Capital Financing Requirement Method) be used for the calculation of the HRA's MRP in 2019/20 for all capital expenditure funded by debt.
3	<p>Members approve and recommend to County Council that MRP on loans from the Council to NEW Homes to build affordable homes through the Strategic Housing and Regeneration Programme (SHARP) (which qualify as capital expenditure in accounting terms) be as follows:-</p> <ul style="list-style-type: none">• No MRP is made during the construction period (of short duration) as the asset has not been brought into use and no benefit is being derived from its use.• Once the assets are brought into use, capital repayments will be made by NEW Homes. The Council's MRP will be equal to the repayments made by NEW Homes. The repayments made by NEW Homes will be classed, in accounting terms, as capital receipts, which can only be used to fund capital expenditure or repay debt. The capital repayment / capital receipt will be set aside to repay debt, and is the Council's MRP policy for repaying the loan.

REPORT DETAILS

1.00	EXPLAINING THE MINIMUM REVENUE PROVISION
	Background to Capital Expenditure and Financing
1.01	<p>Capital expenditure is defined as expenditure to acquire, enhance or prolong the useful life of non-current assets, those which have a useful life of more than one year e.g. buildings or infrastructure improvements.</p> <p>Capital expenditure is funded from a combination of capital receipts, revenue contributions, specific or general grants and debt in the form of borrowing or other long term financing arrangements such as leasing.</p> <p>Borrowing can be either:</p> <ul style="list-style-type: none"> • Supported borrowing - funding is provided by Welsh Government through the Revenue Support Grant to cover the revenue debt financing costs of interest and repayment costs; or • Unsupported borrowing (commonly referred to as prudential borrowing) – Councils have the freedom to determine the level of borrowing considered affordable in revenue debt financing costs with no support from Welsh Government.
1.02	<p>The annual charge to the revenue account for repaying debt is known as the Minimum Revenue Provision (MRP).</p> <p>Local Authorities are required each year, under the Capital Finance and Accounting Wales Amendment Regulations 2008, to set aside some of their revenue resources as provision for the repayment of debt.</p> <p>Regulation 22 of the 2008 Regulations requires an authority to, make an amount of MRP each year which it considers to be ‘prudent’, though the Regulations themselves do not define ‘prudent’ provision.</p> <p>Regulation 21(B) of the 2008 Regulations requires local authorities to have regard to guidance issued by Government.</p>
1.03	<p>The Welsh Government has issued guidance for the setting of MRP policy. It states that the broad aim of prudent provision is to ensure that the debt is repaid over a period that is reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by the Welsh Government, reasonably commensurate with the period implicit in the determination of that grant.</p> <p>The WG guidance provides 4 options for making ‘prudent provision’ outlined below but states in its informal commentary that:-</p> <p><i>‘The options are those likely to be most relevant for the majority of authorities but other approaches are not meant to be ruled out, provided they are fully consistent with the statutory duty to make prudent revenue provision. Authorities must always have regard to the guidance, but having done so, may in some cases consider that a more individually designed</i></p>

	<p><i>MRP approach is justified.</i></p> <p><i>The decision on what is prudent is for the Authority and it is not for the Welsh Government to say in particular cases whether any proposed arrangement is consistent with the statutory duty.'</i></p>
1.04	In a recent letter to all Local Authorities the Auditor General for Wales concurred that it is for each authority to determine what a 'prudent' policy is.
	Options for Prudent Provision within WG Guidance
1.05	<p>Option 1 - Regulatory Method</p> <p>For capital expenditure funded from supported borrowing which is supported through funding in the Revenue Support Grant (RSG), authorities may continue to use the formula specified in the Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (the regulations which preceded the 2008 Regulations).</p> <p>Under this method the outstanding capital expenditure (known as the Capital Financing Requirement CFR) funded from supported borrowing less Adjustment A is written down annually by 4% on a reducing balance basis. Adjustment A is a commutation adjustment, a fixed value determined by changes to statutory regulations referred to above (which all Welsh Council's will have).</p> <p>The method implies that borrowing will be repaid over a 25 year period (in that $100\% / 4\% = 25$), however as the calculation applies the 4% to the reducing balance it takes much more than 25 years to fully repay the borrowing.</p> <p>The method is commensurate with the methodology used in the Revenue Support Grant to allocate revenue funding from WG to finance debt, as it also uses the 4% reducing balance method on notional outstanding debt.</p>
1.06	<p>Option 2 - Capital Financing Requirement Method</p> <p>The same as Option 1 without adjusting for Adjustment A, which results in a higher charge.</p>
1.07	<p>Option 3 - Asset Life Method</p> <p>Provision is made over the estimated life of the asset for which debt is undertaken.</p> <p>This can be calculated using the 'straight line' method or the 'annuity' method. To illustrate the difference, as an example an asset which is purchased at a cost of £4m which has an estimated useful life of 50 years;-</p> <ul style="list-style-type: none"> • Straight line method - equal annual MRP charge

	<p>£4m / 50 years = £0.080m</p> <ul style="list-style-type: none"> • Annuity or inflation method – annual MRP charge that takes the time value of money in the form of inflation into consideration <p>Year 1 = £0.047m Year 2 = £0.048m Year 3 = £0.049m Year 4 = £0.050m Year 5 = £0.051m Year 50 = £0.125m</p>
1.08	<p>Option 4 - Depreciation Method</p> <p>Alternatively, provision is made in accordance with the standard rules for depreciation accounting. The method is similar to option 3 above</p>
1.09	<p>Welsh Government guidance requires that either option 3 or 4 be used for all capital expenditure which is to be financed by unsupported borrowing or other long term liabilities. Options 1 and 2 are not permitted for this use.</p>
	<p>Housing Revenue Account (HRA)</p>
1.10	<p>Following the introduction of self-financing for the HRA and the voluntary exit from the negative subsidy system on 31st March, 2015, from 1st April 2015 the options to calculate the HRA MRP is now similar to the Council Fund as set out above, with the following modifications:</p> <ul style="list-style-type: none"> • Options 1 and 2 - the percentage is 4% for the Council Fund and 2% for the HRA; and • Options 1 and 2 can be used in relation to capital expenditure incurred before 1st April 2021. After that date only Options 3 and 4 may be used.
1.11	<p>The Council approved loans to its wholly owned subsidiary NEW Homes for the purpose of building affordable homes. The loans qualify as capital expenditure and therefore need to be part of the MRP policy. At its meeting on 14th June 2016 the Council approved the MRP calculation for loans to NEW Homes as outlined in recommendation 3 above.</p>
	<p>Practical Considerations</p>
1.12	<p>The useful life of an asset will vary depending on the class of asset concerned; a vehicle or ICT equipment may be financed over 5 years whereas a new school over 50 years. Judgements about the useful life will need to be made on an individual basis as expenditure is incurred.</p>
1.13	<p>Large capital projects may take a number of years to complete, for example the 21st Century Schools building programme. In this instance the MRP is incurred in the year after the asset has become operational, rather than during the construction phase.</p>
1.14	<p>It is important to note that the capital financing position on outstanding</p>

	<p>capital expenditure (the Capital Financing Requirement) and the Council's level of external borrowing are not the same.</p> <p>Regulations stipulate that the Council can only borrow for capital purposes. However in day to day cash management, no distinction can be made between revenue cash and capital cash. External debt arises as a consequence of all the financial transactions of the Council and not simply those arising from capital spending. (Though checks are in place to ensure the Council does not borrow in the medium to long term for revenue purposes, as referred to in the Capital Strategy report included elsewhere on the agenda).</p> <p>In practice the Council is under borrowed, this arises when the level of external borrowing is below the capital financing position on outstanding capital expenditure. The Council through its treasury management processes makes use of available cash arising from reserves etc. to fund capital expenditure and has 'internally' borrowed to an extent. This cash would otherwise have been invested at very low rates of return. External borrowing would also be that much more, at higher borrowing interest rates than any returns on cash invested. Such activities are considered best practice and are done so in accordance with the Council's Treasury Management Policy Statement, Strategy, Schedules and Practices.</p>
1.15	<p>The MRP annual charge to the revenue account is based on the Capital Financing Requirement (the outstanding capital expenditure). It is not the same as the cash repayment of external borrowing.</p> <p>The simplified example below illustrates the difference: Assume a 10 year maturity loan of £15m is taken out to fund capital expenditure of £15m on an asset with a life of 20 years.</p> <p>The annual MRP charge to the revenue account on straight line asset life basis is $\text{£15m} / 20 \text{ years} = \text{£0.750m}$.</p> <p>At year 10, the loan is repaid from cash on the balance sheet at £15m, but only $\text{£0.750m} \times 10 = \text{£7.5m}$ has been charged through the Council's revenue account. A decision would need to be made, either to take out another 10 year loan, or fund from internal cash resources for that 10 year period, dependent on the Council's position at that time. MRP would continue to be made at £0.750m per annum regardless of the treasury decision made.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The 2019/20 Council Fund and HRA budgets provide for the MRP charges in accordance with the calculations set out in the report.
2.02	There are no other resource implications as a direct result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	In changing the Council's MRP policy during 2017/18 detailed discussions took place with the Council's treasury management advisors, senior internal officers and key Cabinet members. Wales Audit Office were also consulted as external auditors.
3.02	The revised MRP policy was considered by Council as part of setting the 2018/19 budget in March 2018.

4.00	RISK MANAGEMENT
4.01	<p>The impacts of an MRP policy has long term effects that cannot be readily undone and therefore carries a significant amount of associated risk for future generations.</p> <p>The Well-being of Future Generations (Wales) Act 2015, when fully enacted, will put in place a requirement to;</p> <p><i>“act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs”.</i></p> <p>It also requires that authorities take account of, amongst other things;</p> <p><i>“the importance of balancing short term needs with the need to safeguard the ability to meet long term needs”.</i></p> <p>The MRP policy ensures that costs are spread equally in real terms amongst the tax and rent payers benefiting from the capital expenditure. This is not considered as compromising the ability of future generations to meet their own needs merely that future generations pay for assets from which they benefit from using equally to current tax payers.</p>

5.00	APPENDICES
5.01	None.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Council Fund Budget 2018/19 report to Council 1st March 2018</p> <p>Contact Officer: Liz Thomas – Finance Manager, Technical Accountancy Telephone: (01352) 702289 E-mail: liz.thomas@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure that extends the life or value of an existing asset.</p> <p>Capital Financing Requirement (CFR): A measure of the capital expenditure incurred historically by an authority that has yet to be financed from capital receipts, capital grants or revenue financing.</p> <p>Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.</p> <p>Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p>Minimum Revenue Provision (MRP): A charge made to the Council Fund to repay borrowing taken out for capital expenditure. Authorities must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Government.</p> <p>Prudential Code: The code of practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority's duty to determine the affordability, prudence and sustainability of its capital investment needs.</p> <p>Revenue Expenditure: All expenditure incurred by an authority that cannot be classified as capital expenditure</p> <p>Revenue Support Grant (RSG): Is paid to each authority to cover the cost of providing standard services less the Council Tax income at the standard level.</p> <p>Unhypothecated Supported Borrowing (USB), commonly referred to as Supported Borrowing: Each year Welsh Government provide Council's with a Supported Borrowing allocation. Council's borrow to fund capital expenditure equivalent to that annual allocation, Welsh Government then include funding to cover the revenue costs associated with the borrowing for future years within the Revenue Support Grant. The Council decides how this funding is spent.</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>



CABINET

Date of Meeting	Tuesday 19 th February 2019
Report Subject	Treasury Management Strategy 2019/20 & Treasury Management Policy Statement, Practices and Schedules 2019/20 – 2021/22
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The report presents the draft Treasury Management Strategy 2019/20 for approval and recommendation to Council in conjunction with:

- Draft Treasury Management Policy Statement 2019/20 – 2021/22
- Draft Treasury Management Practices & Schedules 2019/20 – 2021/22

RECOMMENDATIONS

1	<p>Cabinet approves and recommends to Council the:</p> <ul style="list-style-type: none"> • Draft Treasury Management Strategy 2019/20 • Draft Treasury Management Policy Statement 2019/20 – 2021/22 • Draft Treasury Management Practices & Schedules 2019/20 – 2021/22
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REPORT DETAILS

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

1.04	<p>The guidance stipulates that the investment strategy must also include the following:</p> <ul style="list-style-type: none"> • Specified Investments • Non-specified Investments • Credit Risk Assessment • Investment Consultants • Investment Training • Investment of money borrowed in advance of need.
1.05	<p>In preparation for approving the 2019/20 Treasury Management Strategy training for all Members was held on 29th January 2019. The workshop presented by Arlingclose, the Council's Treasury Management advisors covered a detailed introduction to Treasury Management in Local Authorities, including the regulatory framework and the role of the elected Member in scrutinising the Treasury Management function. The training included an in depth presentation on investments and borrowing.</p>
	<p><u>CONSIDERATIONS</u></p>
	<p>2019/20 Treasury Management Policy Statement, Strategy and Practices</p>
1.06	<p>The previous Treasury Management Policy Statement was approved by Council in February 2016 and covered the 3 year period from 2016/17 to 2018/19. The updated Treasury Management Policy 2019-2022 is attached at Appendix 2. This document defines the Council's treasury management activities, sets out the Council's criteria to measure the effectiveness of treasury management activities and includes the Council's high level policies for borrowing and investments. Once approved the document will only be reported to Members during its lifetime in the event of any significant changes. The document has not changed significantly from the 2016/17 version.</p>
1.07	<p>Similarly the Treasury Management Practices (TMPs) and accompanying schedules to cover the 3 year period from 2016/17 to 2018/19 were approved in February 2016. The updated TMPs for 2019/20 are attached as Appendix 3.</p> <p>The TMPs and schedules state how treasury management policies and objectives will be achieved and give specific details of the systems and routines employed and the records to be maintained including:-</p> <ul style="list-style-type: none"> • TMP 1 Treasury risk management • TMP 2 Performance measurement • TMP 3 Decision-making and analysis • TMP 4 Approved instruments, methods and techniques • TMP 5 Organisation, clarity and segregation of responsibilities, and dealing arrangements • TMP 6 Reporting requirements and management information arrangements • TMP 7 Budgeting, accounting and audit arrangements

	<ul style="list-style-type: none"> • TMP 8 Cash and cash flow management • TMP 9 Money laundering • TMP 10 Staff training and qualifications • TMP 11 Use of external service providers • TMP 12 Corporate governance <p>Some minor changes have been made to bring the practices and schedules in line with the draft 2019/20 strategy.</p>
	Treasury Management Strategy 2019/20
1.08	<p>The 2019/20 Treasury Management Strategy is attached at Appendix 1 for review and discussion. The Strategy is updated and reported annually to Members in accordance with the CIPFA Code of Practice (2017 edition) and Welsh Government guidance.</p> <p>The Treasury Management Strategy details the approach that the Council will take for investing and borrowing over the next year, including the budgetary implications of the planned investment and borrowing strategy, and a number of treasury management indicators that the CIPFA Code requires.</p>
1.09	<p>The 2019/20 Strategy has not changed significantly from that of the 2018/19 Strategy. Matters that merit the attention of Members are summarised below:-</p> <ul style="list-style-type: none"> • Section 2 – Economic context, provided by Arlingclose, the Council's treasury management advisor, and highlights that the major external influence on the strategy continues to be negotiating the UK's exit from the European Union and agreeing future trading arrangements. Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy have been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. Arlingclose forecasts 2 more interest rate rises of 0.25% during 2019 to take official UK interest rates to 1.25%. • Section 4 – Local context. This section summarises the anticipated treasury position in 2019/20. Activity in 2019/20, as it has in previous years will focus more on borrowing and less on investing; as the Council's requirement to borrow is forecast to grow due to a planned increase in capital expenditure, and there is less surplus cash to invest as services plan to spend reserves. • Section 5 – Investment Strategy. This section is largely a continuation of the Council's 2018/19 strategy, the aim being to invest its funds prudently and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. • Section 6 - Borrowing Strategy. Again, this section is largely a continuation of the 2018/19 strategy. The Council continues to forecast a significant long term borrowing requirement. The required amounts

	<p>need to be confirmed before a commitment to long term borrowing is made and the use of short term borrowing will be used to assist during this period.</p>
	<p><u>Changes to CIPFA's Codes of Practice - Treasury Management Code 2017 and Prudential Code for Capital Finance in Local Authorities 2017</u></p>
1.10	<p>CIPFA published new editions of the Treasury Management in the Public Services: Code of Practice and Cross-sectoral Guidance and the Prudential Code for Capital Finance in late December 2017 which complement each other.</p>
1.11	<p>The 2017 edition of the Prudential Code for Capital Finance has expanded objectives and includes a requirement for authorities 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 authority.</p> <p>The code introduces the requirement for a Capital Strategy, with the intention 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. This means that the Capital Strategy is linked with the Treasury Management Strategy.</p>
1.12	<p>The Council already has a Capital Strategy and Asset Management Plan in place and considers that it prudently assesses the long-term context of capital expenditure and any non-treasury investment decisions, and their associated risks and rewards on future financial sustainability. An updated version of the Council's Capital Strategy, which will meet the requirements of the revised code, will be considered by Council in February, and a revised Asset Management Plan will be developed and reported to Cabinet in the summer. Appropriate risk management frameworks and reporting mechanisms will also need to be further developed and refined in consultation with Chief Officers and Members.</p>
1.13	<p>In the 2017 edition of the Treasury Management Code the definition of 'investments' has been widened to include all financial assets as well as non-financial assets held primarily for financial returns such as investment property. All investments will require appropriate investment management and risk management framework, including investments which are not managed as part of traditional treasury management.</p> <p>A new section within the Treasury Management Practices and Schedules has been added to cover investments made for reasons other than treasury management activity. Examples of these include loans supporting service outcomes, investment in subsidiaries and investment property portfolios.</p> <p>Officers have reviewed the Council's assets and have concluded that in general the Council's primary purpose in holding assets is not for financial gain. An exception to this are its farms and industrial units. This reflects the critical judgement the Council makes in its accounts that these are classified as investment properties.</p>

	<p>However, these assets are in effect legacy assets, and the Council has made an informed decision to reduce its agricultural estate and review the use of its industrial units.</p> <p>The spirit of the code is to focus on a more active portfolio of investment assets with a higher risk profile than the investment properties the Council owns. It is not considered certain that the Council requires the additional frameworks which the code requires, and therefore to expend resource creating them is not seen as an effective use of resources. This will be revisited in the context of the outcome of the review into industrial units.</p>
1.14	As required by the Council's Financial Procedure Rules, the Strategy was reviewed by Audit Committee on 15 th February 2019 and will also be reported to Council on 19 th February 2019. Any issues raised by Audit Committee will be reported to this meeting.

2.00	RESOURCE IMPLICATIONS
2.01	Financial implications are addressed in the report and appendices; no other resource implications directly as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Arlingclose Ltd, being the Council's treasury management advisors.

4.00	RISK MANAGEMENT
4.01	Risk Management directly addressed within appendices including identification of risks and measures to mitigate likelihood and impact of risks identified.

5.00	APPENDICES
5.01	<ol style="list-style-type: none"> 1. Draft Treasury Management Strategy 2019/20 2. Draft Treasury Management Policy 2019/20 - 2021/22 3. Draft Treasury Management Practices and Schedules 2019/20 – 2021/22

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

7.00	GLOSSARY OF TERMS
7.01	<p>Authorised Limit: A statutory limit that sets the maximum level of external debt for the Council.</p> <p>Balances and Reserves: Accumulated sums that are held, either for specific future costs or commitments (known as earmarked) or generally held to meet unforeseen or emergency expenditure.</p> <p>Bank Rate: The official interest rate set by the Bank of England’s Monetary Policy Committee and what is generally termed at the “base rate”.</p> <p>Basis Point: A unit of measure used in finance to describe the percentage change in the value or rate of a financial instrument. One basis point is equivalent to 0.01% (1/100th of a percent). In most cases, it refers to changes in interest rates and bond yields. For example, if interest rates rise by 25 basis points, it means that rates have risen by 0.25% percentage points.</p> <p>Bond: A certificate of debt issued by a company, government, or other institution. The bond holder receives interest at a rate stated at the time of issue of the bond. The price of a bond may vary during its life.</p> <p>Capital Expenditure: Expenditure on the acquisition, creation or enhancement of capital assets.</p> <p>Capital Financing Requirement (CFR): The Council’s underlying need to borrow for capital purposes representing the cumulative capital expenditure of the local authority that has not been financed.</p> <p>Certificates of Deposits (CD’s): A savings certificate entitling the bearer to receive interest. A CD bears a maturity date, a specified fixed interest rate and can be issued in any denomination. CDs are generally issued by commercial banks. The term of a CD generally ranges from one month to five years.</p> <p>Cost of Carry: The “cost of carry” is the difference between what is paid to borrow compared to the interest which could be earned. For example, if one takes out borrowing at 5% and invests the money at 1.5%, there is a cost of carry of 3.5%.</p> <p>Consumer Price Index (CPI): The UK’s main measure of inflation (along with Retail Price Index or ‘RPI’) The Monetary Policy Committee of the Bank of England set the Bank Rate in order to try and keep CPI at or close to the target set by the Government. The calculation of CPI includes many items of normal household expenditure but excludes some items such as mortgage interest payments and Council Tax.</p> <p>Credit Rating: Formal opinion by a registered rating agency of a counterparty’s future ability to meet its financial liabilities; these are opinions only and not guarantees.</p>

Corporate Bonds: Corporate bonds are bonds issued by companies. The term is often used to cover all bonds other than those issued by governments in their own currencies and includes issues by companies, supranational organisations and government agencies.

Counterparty List: List of approved financial institutions with which the Council can place investments.

Debt Management Office (DMO): The DMO is an Executive Agency of Her Majesty's Treasury and provides direct access for local authorities into a government deposit facility known as the Debt Management Account Deposit Facility (DMADF). All deposits are guaranteed by HM Government and therefore have the equivalent of a sovereign credit rating.

Federal Reserve: The US central bank, the equivalent of the Bank of England. (Often referred to as "the Fed").

Financial Instruments: Financial instruments are tradable assets of any kind. They can be cash, evidence of an ownership interest in an entity, or a contractual right to receive or deliver cash or another financial instrument.

Gilts: Gilts are bonds issued by the UK Government. They take their name from 'gilt-edged'. They are deemed to be very secure as the investor expects to receive the full face value of the bond to be repaid on maturity.

LIBID: The London Interbank Bid Rate (LIBID) is the rate bid by banks on Eurocurrency deposits (i.e. the rate at which a bank is willing to borrow from other banks).

LIBOR: The London Interbank Offered Rate (LIBOR) is the rate of interest that banks charge to lend money to each other. The British Bankers' Association (BBA) work with a small group of large banks to set the LIBOR rate each day. The wholesale markets allow banks who need money to borrow from those with surplus amounts. The banks with surplus amounts of money are keen to lend so that they can generate interest which it would not otherwise receive.

LOBO: Stands for Lender Option Borrower Option. The underlying loan facility is typically very long-term - for example 40 to 60 years - and the interest rate is fixed. However, in the LOBO facility the lender has the option to call on the facilities at pre-determined future dates. On these call dates, the lender can propose or impose a new fixed rate for the remaining term of the facility and the borrower has the 'option' to either accept the new imposed fixed rate or repay the loan facility.

IFRS: International Financial Reporting Standards.

Maturity: The date when an investment or borrowing is repaid.

Maturity Structure / Profile: A table or graph showing the amount (or percentage) of debt or investments maturing over a time period.

Monetary Policy Committee (MPC): A committee of the Bank of England,

which meets to decide the Bank Rate. Its primary target is to keep CPI inflation within 1% of a central target of 2%. Its secondary target is to support the Government in maintaining high and stable levels of growth and employment.

Money Market Funds (MMF): Pooled funds which invest in a range of short term assets providing high credit quality and high liquidity.

MiFID II (Markets in Financial Instruments Directive): EU legislation that regulates firms who provide services to clients linked to 'financial instruments'. As a result of MiFID II, from 3rd January 2018 local authorities will be treated as retail clients but can "opt up" to professional client status, providing that they meet certain qualitative and quantitative criteria.

Minimum Revenue Provision (MRP): An annual provision that the Council is statutorily required to set aside and charge to the Revenue Account for the repayment of debt associated with expenditure incurred on capital assets.

Non Specified Investment: Investments which fall outside the WG Guidance for Specified investments (below).

Operational Boundary: This linked directly to the Council's estimates of the CFR and estimates of other day to day cash flow requirements. This indicator is based on the same estimates as the Authorised Limit reflecting the most likely prudent but not worst case scenario but without the additional headroom included within the Authorised Limit.

Premiums and Discounts: In the context of local authority borrowing,
(a) the premium is the penalty arising when a loan is redeemed prior to its maturity date and
(b) the discount is the gain arising when a loan is redeemed prior to its maturity date.

Prudential Code: Developed by CIPFA and introduced in April 2004 as a professional code of practice to support local authority capital investment planning within a clear, affordable, prudent and sustainable framework and in accordance with good professional practice.

Prudential Indicators: Indicators determined by the local authority to define its capital expenditure and asset management framework. They are designed to support and record local decision making in a manner that is publicly accountable; they are not intended to be comparative performance indicators.

Public Works Loans Board (PWLB): The PWLB is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. The PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Quantitative Easing (QE): QE is a form of monetary policy where a Central Bank creates new money electronically to buy financial assets, like government bonds. This cash injection lowers the cost of borrowing and

boosts asset prices to support spending.

Revenue Expenditure: Expenditure to meet the continuing cost of delivery of services including salaries and wages, the purchase of materials and capital financing charges.

Retail Price Index (RPI): A monthly index demonstrating the movement in the cost of living as it tracks the prices of goods and services including mortgage interest and rent.

Term Deposits: Deposits of cash with terms attached relating to maturity and rate of return (Interest).

Specified Investments: Term used in the Welsh Assembly Guidance for Local Authority Investments. Investments that offer high security and high liquidity, in sterling and for no more than one year. UK government, local authorities and bodies that have a high credit rating.

Supported Borrowing: Borrowing for which the costs are supported by the government or third party.

Supranational Bonds: Instruments issued by supranational organisations created by governments through international treaties (often called multilateral development banks). The bonds carry an AAA rating in their own right. Examples of supranational organisations are the European Investment Bank, the International Bank for Reconstruction and Development.

Treasury Bills (T-Bills): Treasury Bills are short term Government debt instruments and, just like temporary loans used by local authorities, are a means to manage cash flow. They are issued by the Debt Management Office and are an eligible sovereign instrument, meaning that they have an AAA-rating.

Treasury Management Code: CIPFA's Code of Practice for Treasury Management in the Public Services, initially brought in 2003, subsequently updated in 2009 and 2011.

Treasury Management Practices (TMP): Treasury Management Practices set out the manner in which the Council will seek to achieve its policies and objectives and prescribe how it will manage and control these activities.

Temporary Borrowing: Borrowing to cover peaks and troughs of cash flow, not to fund capital spending.

Unsupported Borrowing: Borrowing which is self-financed by the local authority. This is also sometimes referred to as Prudential Borrowing.

Yield: The measure of the return on an investment instrument.



FLINTSHIRE COUNTY COUNCIL

**TREASURY MANAGEMENT
STRATEGY**

2019/20

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Treasury Management Strategy Report 2019/20

The Council is recommended to:

- adopt CIPFA's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code)
- approve the Treasury Management Strategy for 2019/20
- approve the Treasury Management Indicators for 2019/20

1.0 Introduction

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

The Institute published a revised version of the CIPFA Code in November 2017. The Council is requested to formally adopt the Treasury Management in the Public Services: Code of Practice 2017 Edition.

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

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

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

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

2.0 Economic Context (including Interest Rate Forecast – as provided by Arlingclose Ltd, (December 2018)).

Economic background: The UK's progress negotiating its exit from the European Union, together with its future trading arrangements, will continue to be a major influence on the Authority's treasury management strategy for 2019/20.

UK Consumer Price Inflation (CPI) for October was up 2.4% year/year, slightly below the consensus forecast and broadly in line with the Bank of England's November Inflation Report. The most recent labour market data for October 2018 showed the unemployment rate edged up slightly to 4.1% while the employment rate of 75.7% was the joint highest on record. The 3-month average annual growth rate for pay excluding bonuses was 3.3% as wages

continue to rise steadily and provide some pull on general inflation. Adjusted for inflation, real wages grew by 1.0%, a level still likely to have little effect on consumer spending.

The rise in quarterly GDP growth to 0.6% in Q3 from 0.4% in the previous quarter was due to weather-related factors boosting overall household consumption and construction activity over the summer following the weather-related weakness in Q1. At 1.5%, annual GDP growth continues to remain below trend. Looking ahead, the Bank of England in its November Inflation Report, expects GDP growth to average around 1.75% over the forecast horizon, providing the UK's exit from the EU is relatively smooth.

Following the Bank of England's decision to increase Bank Rate to 0.75% in August, no changes to monetary policy has been made since. However, the Bank expects that should the economy continue to evolve in line with its November forecast, further increases in Bank Rate will be required to return inflation to the 2% target. The Monetary Policy Committee continues to reiterate that any further increases will be at a gradual pace and limited in extent.

While US growth has slowed over 2018, the economy continues to perform robustly. The US Federal Reserve continued its tightening bias throughout 2018, pushing rates to the current 2%-2.25% in September. Markets continue to expect one more rate rise in December, but expectations are fading that the further hikes previously expected in 2019 will materialise as concerns over trade wars drag on economic activity.

Credit outlook: The big four UK banking groups have now divided their retail and investment banking divisions into separate legal entities under ring-fencing legislation. Bank of Scotland, Barclays Bank UK, HSBC UK Bank, Lloyds Bank, National Westminster Bank, Royal Bank of Scotland and Ulster Bank are the ring-fenced banks that now only conduct lower risk retail banking activities. Barclays Bank, HSBC Bank, Lloyds Bank Corporate Markets and NatWest Markets are the investment banks. Credit rating agencies have adjusted the ratings of some of these banks with the ring-fenced banks generally being better rated than their non ring-fenced counterparts.

The Bank of England released its latest report on bank stress testing, illustrating that all entities included in the analysis were deemed to have passed the test once the levels of capital and potential mitigating actions presumed to be taken by management were factored in. The Bank of England did not require any bank to raise additional capital.

European banks are considering their approach to Brexit, with some looking to create new UK subsidiaries to ensure they can continue trading here. The credit strength of these new banks remains unknown, although the chance of parental support is assumed to be very high if ever needed. The uncertainty caused by protracted negotiations between the UK and EU is weighing on the creditworthiness of both UK and European banks with substantial operations in both jurisdictions.

Interest rate forecast: Following the increase in Bank Rate to 0.75% in August 2018, the Authority’s treasury management adviser Arlingclose is forecasting two more 0.25% hikes during 2019 to take official UK interest rates to 1.25%. The Bank of England’s MPC has maintained expectations for slow and steady rate rises over the forecast horizon. The MPC continues to have a bias towards tighter monetary policy but is reluctant to push interest rate expectations too strongly. Arlingclose believes that MPC members consider both that ultra-low interest rates result in other economic problems, and that higher Bank Rate will be a more effective policy weapon should downside Brexit risks crystallise when rate cuts will be required.

The UK economic environment remains relatively soft, despite seemingly strong labour market data. Arlingclose’s view is that the economy still faces a challenging outlook as it exits the European Union and Eurozone growth softens. Whilst assumptions are that a Brexit deal is struck and some agreement reached on transition and future trading arrangements before the UK leaves the EU, the possibility of a “no deal” Brexit still hangs over economic activity (*at the time of writing this commentary in mid-December*). As such, the risks to the interest rate forecast are considered firmly to the downside.

Gilt yields and hence long-term borrowing rates have remained at low levels but some upward movement from current levels is expected based on Arlingclose’s interest rate projections, due to the strength of the US economy and the ECB’s forward guidance on higher rates. 10-year and 20-year gilt yields are forecast to remain around 1.7% and 2.2% respectively over the interest rate forecast horizon, however volatility arising from both economic and political events are likely to continue to offer borrowing opportunities.

Table 1: Interest rate forecast

	Bank Rate	3 month Money Market Rate	12 month Money Market Rate	20 year Gilt rate	50 year Gilt rate
Q1 2019	0.75	0.90	1.15	2.00	1.90
Q2 2019	0.75	0.95	1.25	2.10	1.95
Q3 2019	1.00	1.10	1.35	2.20	2.00
Q4 2019	1.00	1.30	1.50	2.20	2.00
Q1 2020	1.25	1.40	1.70	2.20	2.00
Q2 2020	1.25	1.40	1.60	2.20	2.00
Q3 2020	1.25	1.40	1.50	2.20	2.00
Q4 2020	1.25	1.35	1.40	2.20	2.00
Q1 2021	1.25	1.35	1.35	2.20	2.00
Q2 2021	1.25	1.35	1.35	2.20	2.00
Q3 2021	1.25	1.35	1.35	2.20	2.00
Q4 2021	1.25	1.35	1.35	2.20	2.00

For the purpose of setting the budget, it has been assumed that new investments will be made at an average rate of 0.80%, and that new long-term loans will be borrowed at an average rate of 2.925%.

3.0 Current Treasury Portfolio

The Council's treasury portfolio as at 31st December 2018 was as follows:

Table 2: Current Treasury Portfolio

	Principal £m	Interest rate %
Investments:		
Call accounts	2.0	0.75%
Money market funds	4.6	0.72%
Short-term deposits	16.0	0.64%
Long-term deposits	0.0	
Total Investments	22.6	0.67%
Borrowing:		
Short-term loans	45.0	0.84%
Long-term PWLB loans (fixed)	238.3	5.06%
Long-term PWLB loans (variable)	10.0	0.87%
Long-term market loans (LOBOs)	18.95	4.53%
Other Government loans	4.03	0.00%
Total Borrowing	316.28	4.23%
Net Borrowing	293.68	

4.0 Local Context

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

Table 3: Balance Sheet Summary and Forecast

	31.3.18	31.3.19	31.3.20	31.3.21	31.3.22
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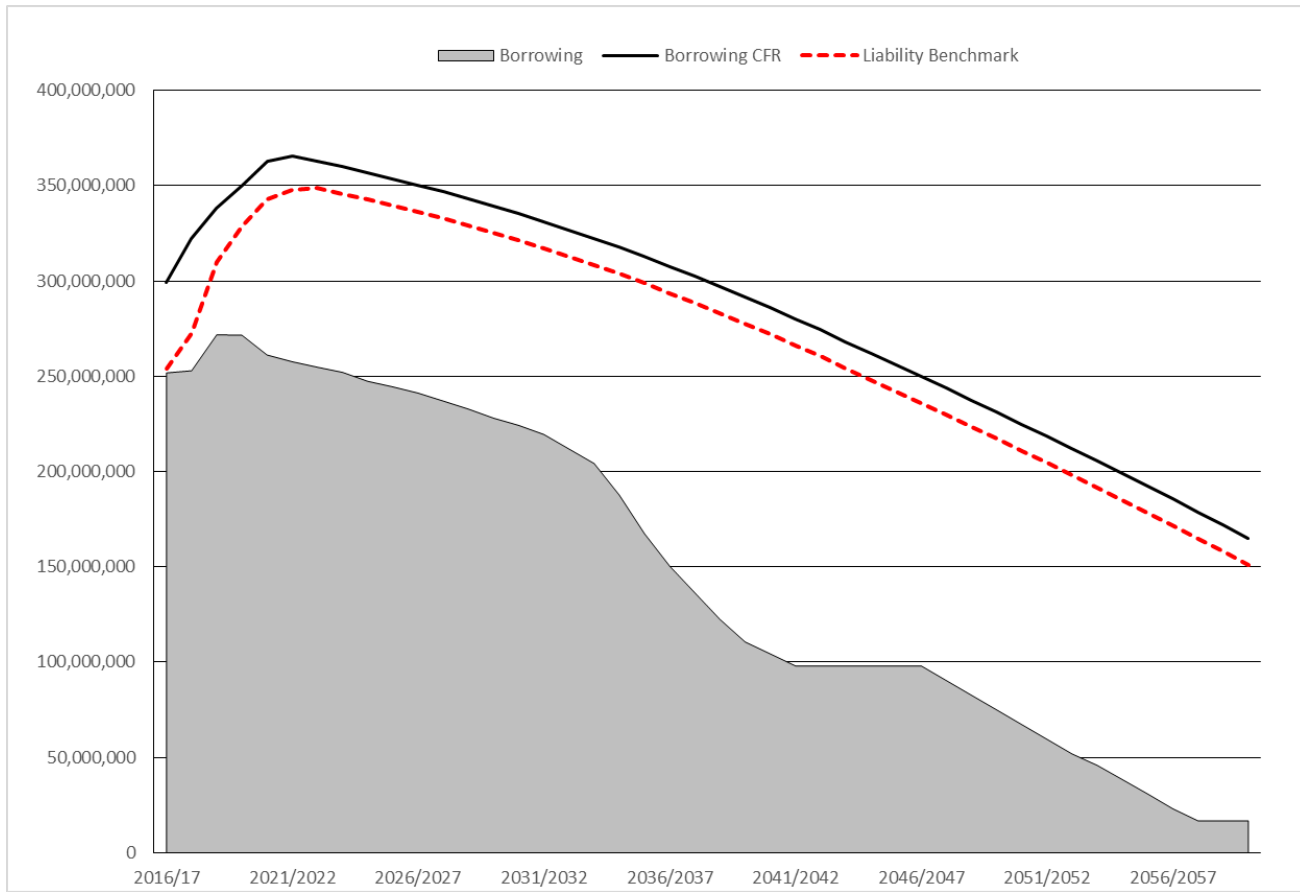
	Actual £m	Estimate £m	Estimate £m	Estimate £m	Estimate £m
Council Fund Capital Financing Requirement (Borrowing only)	198	209	221	223	224
Housing Revenue Account Capital Financing Requirement (Borrowing only)	124	129	139	147	145
Capital Financing Requirement (Borrowing only)	322	338	360	370	369
Less: Current ST borrowing	-52	-272	-272	-261	-258
Less: Current LT borrowing	-253				
Funding Required	17	66	88	109	111
Less: Usable reserves	-49	-33	-27	-27	-25
Adj: Working capital	-1	4	5	7	7
Investments / New borrowing (called the Liability Benchmark)	33	-37	-66	-89	-93

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

Table 3 shows the Authority's CFR increases during 2018/19, this is linked with the capital programme (examples of schemes funded by borrowing include the 21st century schools building programme and the HRA capital programme which includes building new social housing and improving the existing stock to Welsh Housing Quality Standard (WHQS)). The level of reserves the Authority has is expected to fall in 2018/19 as funding earmarked for specific purposes falls due for payment and the Council uses un-earmarked reserves to balance the budget. The combination of the increase in capital expenditure and a reduction in reserves, results in a sustained requirement for new borrowing over the medium term.

The graph in table 4 shows the Council's anticipated liability benchmark over the next 50 years, being the net requirement for borrowing after considering resources available from reserves and working capital. The rise in the liability benchmark corresponds with the need to borrow to fund the increase in capital expenditure described above. The strategy in 2019/20, the same as in previous years is to ensure that any new borrowing undertaken does not exceed the liability benchmark and cause the council to borrow more than it needs.

Table 4: Liability Benchmark - Flintshire County Council (January 2019)



Budget implications

The budget for investment income in 2019/20 is £80k, based on an average investment portfolio of £10m at an average interest rate of 0.8%. The total budget for loan interest paid in 2019/20 is £13.9m, based on a debt portfolio of £328.3m at an average interest rate of 4.46%. This will be apportioned between the Council Fund and the HRA. If levels of investments, borrowing and interest rates differ from those forecast, performance against budget will be correspondingly different.

Please note that development of the Capital Programme 2019/20 – 2021/22 is well underway, however has yet to be considered by Members. The figures included within section 4 therefore are prudent estimates based on the information available in early January 2019.

5.0 Investment Strategy

The Council holds surplus funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged between £12.7m and £42.8m.

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

of receiving unsuitably low investment income.

Strategy

Given the increasing risk and very low returns from short-term unsecured bank investments, the Council continues its aim to diversify into more secure and/or higher yielding asset classes during 2019/20 so far as cash liquidity requirements allow. This is especially the case if any medium to longer-term investments are made. As at December 2018 a minority proportion of the Authority's surplus cash is currently invested in short-term unsecured bank deposits and money market funds.

Investment criteria and limits

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

Table 5: Investment criteria and limits

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

Minimum Credit Rating	Banks Unsecured	Banks Secured	Government	Corporates	Registered Providers
UK Government			£ Unlimited 50 years		
AAA	£2m 5 years	£3m 5 years	£3m 25 years	£2m 5 years	£2m 10 years
AA+					
AA					
AA-					
A+	£2m 2 years	£3m 2 years	£3m 5 years	£2m 2 years	£2m 5 years
A					
A-					
Pooled Funds	£3m per fund				
BBB-	The Council is restricted to overnight deposits in its' own current account bank where the banks lowest credit rating is BBB+, BBB or BBB- (or equivalent)				
Unrated Local Authorities			£3m 2 years		
Unrated Other	The Council may invest in any other unrated organisation, subject to: <ul style="list-style-type: none"> • an external credit assessment and specific advice from the Authority's treasury management adviser (£1m each / 1 year limit) • a further policy framework for investing with any other organisations being developed (£100k each / 5 year limit) 				

Credit Rating

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

Banks Unsecured

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

Banks Secured

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

Government

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

Corporates

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

Registered Providers

Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords formerly known as housing associations. These bodies are tightly regulated by the Welsh Government. As providers of public services, they retain the likelihood of receiving government support if needed.

Pooled Funds

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

whose value changes with market prices and/or have a notice period will be used for longer investment periods.

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

Operational bank accounts

The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and therefore, the Council will aim to keep balances as low as practically possible. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

Other Organisations

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

Foreign countries

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

Risk assessment and credit ratings

The Council uses long-term credit ratings from Fitch, Moody's or Standard & Poor's to assess the risk of investment default. The lowest available credit rating will be used to determine credit quality.

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

that the Council will hold speculative grade investments, despite the possibility of repeated downgrades.

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

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

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

Other information on the security of investments

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

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

Specified investments

The WG Guidance defines specified investments as those:

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

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

Non-Specified Investments

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

Table 6: Non-Specified Investment Limits

	Cash Limit
Total long-term investments	£4m
Total invested in pooled funds	£20m
Total investments without credit ratings or below A- (except UK Government and UK local authorities)	£5m
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below AA+	£1m
Total non-specified investments	£30m

Liquidity management

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

Negative Interest Rates

If the UK enters into a recession in 2019/20, there is a very small chance that the Bank of England could set its Bank Rate at or below zero, which could feed through to negative interest rates on all low risk, short-term investment options. This situation already exists in many other European countries. Although cash levels are decreasing, the Council could not avoid the need to occasionally invest funds in the short term for cash flow (liquidity) purposes, and therefore would be exposed to negative rates. This means that when an investment is returned at maturity, it will be less than originally invested as interest will be charged by the Counterparty rather than being paid. In this event, the aim will be to minimise investments and invest at the lowest negative rate.

Business models

Under the new IFRS 9 standard, the accounting for certain investments depends on the Authority's "business model" for managing them. The Authority aims to achieve value from its internally managed treasury investments by a business model of collecting the contractual cash flows and therefore these investments will continue to be accounted for at amortised cost.

6.0 Borrowing Strategy

The Council currently holds £271.3m of long-term loans, as part of its strategy for funding previous years' capital programmes, which includes £17.5m of new long-term borrowing undertaken in December 2018. The balance sheet forecast in section 4 shows that the Council expects to undertake new borrowing during the remainder of 2018/19 and 2019/20.

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

The Council's capital expenditure plans will continue to be monitored throughout 2019/20 to inform and confirm the Council's long term borrowing need (figures in section 4 are an estimate). This is to ensure that the Council does not commit to long term borrowing too early and borrow unnecessarily which will be costly. The use of short-term borrowing will assist with such. This will be balanced against securing low long term interest rates currently being forecast.

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

By doing so, the Council is able to reduce net borrowing costs (despite forgone investment income) and reduce overall treasury risk, credit risk as a result of bail-in legislation in particular. The benefit of internal/short term borrowing will be monitored regularly against the potential for incurring additional costs by deferring borrowing into future years when the long term borrowing rates are forecast to rise modestly. Arlingclose will assist the Council with this 'cost of carry' and breakeven analysis. Its output may determine whether the Council borrows additional sums at long-term fixed rates in 2019/20 with a view to keeping future interest costs low, even if this causes additional costs in the short-term.

Whilst such a strategy is most likely to be beneficial in the short term as official interest rates are expected to remain low, it is unlikely to be sustained in the medium-term. The benefits of internal borrowing will be monitored regularly

against the potential for incurring additional costs by deferring borrowing into future years when long-term borrowing costs are forecast to rise.

Alternatively, the Authority may arrange forward starting loans during 2019/20, where the interest rate is fixed in advance, but the cash is received in later years. This would enable certainty of cost to be achieved without suffering a cost of carry in the intervening period.

In addition, the Council may borrow for short periods of time to cover unexpected cash flow shortages.

Sources of borrowing

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

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

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

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

LOBOs

The Authority holds £18.95m of LOBO (Lender's Option Borrower's Option) loans where the lender has the option to propose an increase in the interest rate as set dates, following which the Authority has the option to either accept the new rate or to repay the loan at no additional cost. All of these LOBOS have options during 2019/20, and although the Authority understands that lenders are unlikely to exercise their options in the current low interest rate environment, there remains an element of refinancing risk. The Authority will take the option to repay LOBO loans at no cost if it has the opportunity to do so.

Short-term and Variable Rate loans

As at 31st December 2018, the Authority held £45m of short term (temporary) loans with an average rate of 0.84%.

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

Debt Rescheduling

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

Planned borrowing strategy for 2019/20

The Corporate Finance Manager will:

- Manage the Council's debt maturity profile, i.e. to leave no one future year with a high level of repayments that could cause problems in re-borrowing with the limits stated in this Strategy Statement. Appendix A analyses the debt portfolio of the Council, as at 31st December, 2018.
- Effect any borrowing that maybe required in 2019/20 at the cheapest cost commensurate with future risk based on interest rate forecasts.
- Monitor and review the level of variable interest rate loans in order to take greater advantage of interest rate movements, within the limits stated in this Strategy.
- Continue to monitor options for debt-restructuring and debt re-payment.

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

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

7.0 Policy on Use of Financial Derivatives

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

8.0 Policy on Apportioning Interest to HRA

The Council has adopted a single pool of loans which in part funds the capital expenditure of both Council Fund and HRA activities. The interest payable and

other costs/income arising from long term loans (e.g. premiums and discounts on early redemption) is apportioned between the revenue accounts using the average Capital Financing Requirement (which measures the underlying need to borrow to fund capital expenditure) during the year.

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

9.0 Markets in Financial Instruments Directive

The Authority has opted up to professional client with its providers of financial services, including advisers, banks, and brokers, allowing it access to a range of services but without the greater regulatory protections afforded to individuals and small companies. Given the size and range of the Authority's treasury management activities, the Corporate Finance Manager believes this to be the most appropriate status.

10.0 Treasury Management Indicators

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

Interest rate exposures

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

	2019/20	2020/21	2021/22
Upper limit on fixed interest rate exposures	£370m	£383m	£386m
Upper limit on variable interest rate exposures	£100m	£100m	£100m

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

Maturity structure of borrowing

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

	Lower	Upper
Under 12 months	0%	20%
12 months and within 24 months	0%	20%
24 months and within five years	0%	30%
Five years and within 10 years	0%	50%
10 years and above	0%	100%

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

Principal sums invested for periods longer than 364 days

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

	2019/20	2020/21	2021/22
Limit on total principal invested beyond year end	£4m	£4m	£4m

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

Borrowing limits

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

	2019/20	2020/21	2021/22
Operational boundary – borrowing	£360m	£370m	£370m
Operational boundary – other long-term liabilities	£20m	£20m	£20m
Operational boundary – TOTAL	£380m	£390m	£390m
Authorised limit – borrowing	£380m	£390m	£390m
Authorised limit – other long-term liabilities	£35m	£35m	£35m
Authorised limit – TOTAL	£415m	£425m	£425m

11.0 Other Matters

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

Treasury Management Advisers

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

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

- training courses.

The quality of this service is controlled by Financial Procedure Rules

Investment training

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

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

Investment of Money Borrowed in Advance of Need

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

The total amount borrowed will not exceed the authorised borrowing limit of £405 million. The maximum period between borrowing and expenditure is expected to be two years, although the Authority is not required to link particular loans with particular items of expenditure.

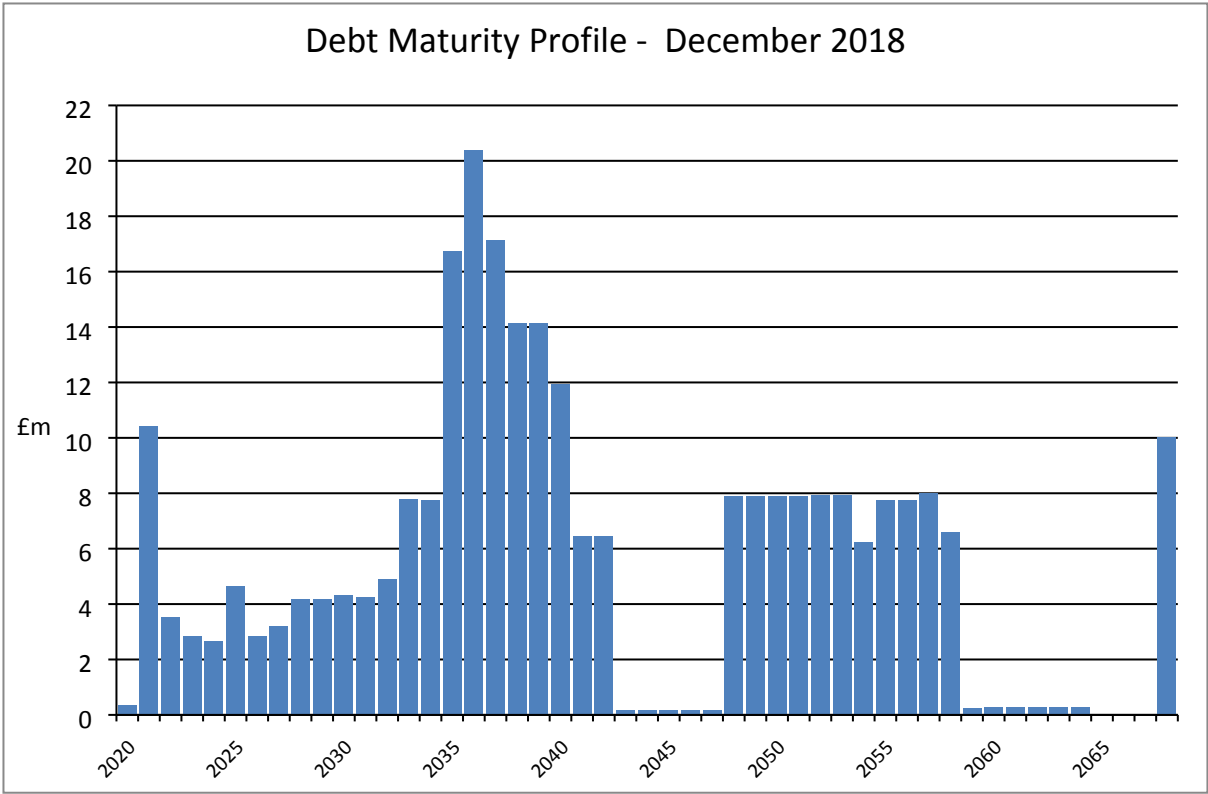
Other Options Considered

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

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

APPENDIX A – DEBT MATURITY PROFILE





FLINTSHIRE COUNTY COUNCIL

**DRAFT TREASURY MANAGEMENT
POLICY STATEMENT**

2019 - 2022

1.0 TREASURY MANAGEMENT POLICY STATEMENT

The Council defines the policies and objectives of its treasury management activities as follows: -

- 1.1 "The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".
- 1.2 The Council regards the successful identification, monitoring and control of risk to be the prime criteria by which the effectiveness of its treasury management activities will be measured. Accordingly, the analysis and reporting of treasury management activities will focus on their risk implications for the Council, and any financial instruments entered into to manage these risks.
- 1.3 The Council acknowledges that effective treasury management will provide support towards the achievement of its business and service objectives. It is therefore committed to the principles of achieving value for money in treasury management, and to employing suitable comprehensive performance measurement techniques, within the context of effective risk management.
- 1.4 The Council greatly values revenue budget stability and will therefore borrow the majority of its long-term funding needs at long-term fixed rates of interest. Short-term and variable rate loans will only be borrowed to the extent that they either offset short-term and variable rate investments or can be shown to produce revenue savings.
- 1.5 The Council will set an affordable borrowing limit each year in compliance with the *Local Government Act 2003*, and will have regard to the *CIPFA Prudential Code for Capital Finance in Local Authorities* when setting that limit. It will also set limits on its exposure to changes to interest rates and limits on the maturity structure of its borrowing in the treasury management strategy report each year.
- 1.6 The Council's primary objectives for the investment of its surplus funds are to protect the principal sums invested from loss, and to ensure adequate liquidity so that funds are available for expenditure when needed. The generation of investment income to support the provision of local authority services is an important, but secondary, objective.
- 1.7 The Council will have regard to Welsh Government Guidance on Local Government Investments and will approve an investment strategy each year as part of the treasury management strategy. The strategy will set criteria to determine suitable organisations in which cash may be invested, limits on the maximum duration of such investments and limits on the amount of cash that may be invested with any one organisation.
- 1.8 The Council has adopted the 2017 edition of the Chartered Institute of Public Finance and Accountancy's *Treasury Management in Public Services: Code of Practice* and its required clauses in section 2 below.

2.0 CLAUSES FORMALLY ADOPTED

CIPFA recommends that all public service organisations adopt, as part of their formal policy documents the following four clauses.

- 2.01 The Council will create and maintain, as the cornerstones for effective treasury management:
- a treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities
 - suitable treasury management practices (TMPs), setting out the manner in which the Council will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

The content of the policy statement and TMPs will follow the recommendations contained in the Code, subject only to amendment where necessary to reflect the particular circumstances of the Council. Such amendments will not result in the Council materially deviating from the Code's key principles.

- 2.02 The Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, a mid-year review and an annual report after its close, in the form prescribed in its TMPs.
- 2.03 The Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Chief Finance Officer, who will act in accordance with the Council's policy statement, TMPs and, CIPFA's Standard of Professional Practice on Treasury Management.
- 2.04 The Council nominates the Audit Committee to be responsible for ensuring effective scrutiny of the treasury management strategy and policies.

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DRAFT

TREASURY MANAGEMENT PRACTICES

Part 1: Main Principles

2019 - 2022

Flintshire County Council

Treasury Management Practices 2019 - 2022

TREASURY MANAGEMENT PRACTICES

Treasury Management Practices (TMPs) set out the manner in which the Council will seek to achieve its treasury management policies and objectives and how it will manage and control those activities.

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TMP1 TREASURY RISK MANAGEMENT

The Council regards a key objective of its treasury management activities to be the security of the principal sums it invests. Accordingly it will ensure that robust due diligence procedures cover all external investments.

The Chief Finance Officer will design, implement and monitor all arrangements for the identification, management and control of treasury management risk, will report at least annually on the adequacy/suitability thereof, and will report, as a matter of urgency, the circumstances of any actual or likely difficulty in achieving the Council's objectives in this respect, all in accordance with the procedures set out in TMP6 Reporting requirements and management information arrangements.

In respect of each of the following risks, the arrangements which seek to ensure compliance with these objectives are set out in the schedule to this document.

[1] Credit and counterparty risk management

The Council will ensure that its counterparty lists and limits reflect a prudent attitude towards organisations with whom funds may be deposited, and will limit its investment activities to the instruments, methods and techniques referred to in TMP4 Approved instruments, methods and techniques and listed in the schedule to this document. It also recognises the need to have, and will therefore maintain, a formal counterparty policy in respect of those organisations from which it may borrow, or with whom it may enter into other financing or derivative arrangements.

[2] Liquidity risk management

The Council will ensure it has adequate though not excessive cash resources, borrowing arrangements, overdraft or standby facilities to enable it at all times to have the level of funds available to it which are necessary for the achievement of its business/service objectives.

The Council will only borrow in advance of need where there is a clear business case for doing so and will only do so for the current capital programme or to finance future debt maturities.

[3] Interest rate risk management

The Council will manage its exposure to fluctuations in interest rates with a view to containing its interest costs, or securing its interest revenues, in accordance with the amounts provided in its budgetary arrangements as amended in accordance with TMP6 Reporting requirement and management information arrangements.

It will achieve this by the prudent use of its approved instruments, methods and techniques, primarily to create stability and certainty of costs and revenues, but at the same time retaining a sufficient degree of flexibility to take advantage of unexpected, potentially advantageous changes in the level or structure of interest rates. This should be subject at all times to the consideration and, if required, approval of any policy or budgetary implications.

Treasury Management Practices 2019 - 2022

It will ensure that any hedging tools such as derivatives are only used for the management of risk and the prudent management of financial affairs and that the policy for the use of derivatives is clearly detailed in the annual strategy.

[4] Exchange rate risk management

The Council will manage its exposure to fluctuations in exchange rates so as to minimise any detrimental impact on its budgeted income/expenditure levels.

[5] Inflation risk management

The Council will keep under review the sensitivity of its treasury assets and liabilities to inflation, and will seek to manage the risk accordingly in the context of the whole Council's inflation exposures.

[6] Refinancing risk management

The Council will ensure that its borrowing, private financing and partnership arrangements are negotiated, structured and documented, and the maturity profile of the monies so raised are managed, with a view to obtaining offer terms for renewal or refinancing, if required, which are competitive and as favourable to the Council as can reasonably be achieved in the light of market conditions prevailing at the time.

It will actively manage its relationships with its counterparties in these transactions in such a manner as to secure this objective, and will avoid over-reliance on any one source of funding if this might jeopardise achievement of the above.

[7] Legal and regulatory risk management

The Council will ensure that all of its treasury management activities comply with its statutory powers and regulatory requirements. It will demonstrate such compliance, if required to do so, to all parties with whom it deals in such activities. In framing its credit and counterparty policy under TMP1.1 credit and counterparty risk management, it will ensure that there is evidence of counterparties' powers, authority and compliance in respect of the transactions they may effect with the Council, particularly with regard to duty of care and fees charged.

The Council recognises that future legislative or regulatory changes may impact on its treasury management activities and, so far as it is reasonably able to do so, will seek to minimise the risk of these impacting adversely on it.

[8] Fraud, error and corruption, and contingency management

The Council will ensure that it has identified the circumstances which may expose it to the risk of loss through fraud, error, corruption or other eventualities in its treasury management dealings. Accordingly, it will employ suitable systems and procedures, and will maintain effective contingency management arrangements, to these ends.

[9] Market risk management

The Council will seek to ensure that its stated treasury management policies and objectives will not be compromised by adverse market fluctuations in the value of the principal sums it invests, and will accordingly seek to protect itself from the effects of such fluctuations.

TMP2 PERFORMANCE MEASUREMENT

The Council is committed to the pursuit of value for money in its treasury management activities, and to the use of performance methodology in support of that aim, within the framework set out in its treasury management policy statement.

Accordingly, the treasury management function will be the subject of ongoing analysis of the value it adds in support of the Council's stated business or service objectives. It will be the subject of regular examination of alternative methods of service delivery, of the availability of fiscal or other grant or subsidy incentives, and of the scope for other potential improvements. The performance of the treasury management function will be measured using the criteria set out in the schedule to this document.

TMP3 DECISION-MAKING AND ANALYSIS

The Council will maintain full records of its treasury management decisions, and of the processes and practices applied in reaching those decisions, both for the purposes of learning from the past, and for demonstrating that reasonable steps were taken to ensure that all issues relevant to those decisions were taken into account at the time. The issues to be addressed and processes and practices to be pursued in reaching decisions are detailed in the schedule to this document.

TMP4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

The Council will undertake its treasury management activities by employing only those instruments, methods and techniques detailed in the schedule to this document, and within the limits and parameters defined in TMP1, Risk management.

Where the Council intends to use derivative instruments for the management of risks, these will be limited to those set out in its annual treasury strategy. The Council will seek proper advice (to include that of its Treasury Management advisors) and will consider that advice when entering into arrangements to use such products to ensure that it fully understands those products.

The Council has reviewed its classification with financial institutions under MIFID II and has set out in the schedule to this document those organisations with which it is registered as a professional client and those with which it has an application outstanding to register as a professional client.

TMP5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

The Council considers it essential, for the purposes of the effective control and monitoring of its treasury management activities, and for the reduction of the risk of fraud or error, and for the pursuit of optimum performance, that these activities are structured and managed in a fully integrated manner, and that there is at all times a clarity of treasury management responsibilities.

The principle on which this will be based is a clear distinction between those charged with setting treasury management policies and those charged with implementing and controlling these policies, particularly with regard to the execution and transmission of funds, the recording and administering of treasury management decisions, and the audit and review of the treasury management function.

If and when the Council is required, as a result of lack of resources or other circumstances, to depart from these principles, the Chief Finance Officer will ensure that the reasons are properly reported in accordance with TMP6 Reporting requirements and management information arrangements, and the implications properly considered and evaluated.

The Chief Finance Officer will ensure that there are clear written statements of the responsibilities for each post engaged in treasury management, and the arrangement for absence cover. The Chief Finance Officer will also ensure that at all times those engaged in treasury management will follow the policies and procedures set out. The present arrangements are detailed in the schedule to this document.

The Chief Finance Officer will ensure there is proper documentation for all deals and transactions, and that procedures exist for the effective transmission of funds. The present arrangements are detailed in the schedule to this document.

The delegations to the Chief Finance Officer in respect of treasury management are set out in the schedule to this document. The Chief Finance Officer will fulfil all such responsibilities in accordance with the Council's policy statement and TMPs and, if a CIPFA member, the Standard of Professional Practice on Treasury Management.

TMP6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

The Council will ensure that regular reports are prepared and considered on the implementation of its treasury management policies; on the effects of decisions taken and the transactions executed in pursuit of those policies; on the implications of changes, particularly budgetary, resulting from regulatory, economic, market or other factors affecting its treasury management activities; and on the performance of the treasury management function.

As a minimum:

The County Council will receive:

Treasury Management Practices 2019 - 2022

- An annual report on the strategy and plan to be pursued in the coming year
- A mid-year review
- An annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the Council's treasury management policy statement and TMPs.

In addition to the above, the Audit Committee will receive regular monitoring reports on treasury management activities and risks. Audit Committee will also have responsibility for the scrutiny of treasury management policies and practices.

Treasury management indicators will be reported in the strategy report. The present arrangements and the form of these reports are detailed in the schedule to this document.

TMP7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

The Chief Finance Officer will prepare, and the Council will approve and, if necessary, from time to time amend, an annual budget for treasury management, which will bring together all of the costs involved in running the treasury management function, together with associated income. The matters to be included in the budget will at minimum be those required by statute or regulation, together with such information as will demonstrate compliance with TMP1 Risk management, TMP2 Performance measurement, and TMP4 Approved instruments, methods and techniques. The Chief Finance Officer will exercise effective controls over this budget, and will report upon and recommend any changes required in accordance with TMP6 Reporting requirements and management information arrangements.

The Council will account for its treasury management activities, for decisions made and transactions executed, in accordance with appropriate accounting practices and standards, and with statutory and regulatory requirements in force for the time being.

TMP8 CASH AND CASH FLOW MANAGEMENT

Unless statutory or regulatory requirements demand otherwise, all monies in the hands of the Council will be under the control of the Chief Finance Officer, and will be aggregated for cash flow and investment management purposes. Cash flow projections will be prepared on a regular and timely basis, and the Chief Finance Officer will ensure that these are adequate for the purposes of monitoring compliance with TMP1 [2] liquidity risk management. The present arrangements for preparing cash flow projections, and their form, are set out in the schedule to this document.

TMP9 MONEY LAUNDERING

The Council is alert to the possibility that it may become the subject of an attempt to involve it in a transaction involving the laundering of money. Accordingly, it will maintain procedures for verifying and recording the identity of counterparties and

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reporting suspicions, and will ensure that staff involved in this are properly trained. The present arrangements are detailed in the schedule to this document.

TMP10 STAFF TRAINING AND QUALIFICATIONS

The Council recognises the importance of ensuring that all staff involved in the treasury management function are fully equipped to undertake the duties and responsibilities allocated to them. It will therefore seek to appoint individuals who are both capable and experienced and will provide training for staff to enable them to acquire and maintain an appropriate level of expertise, knowledge and skills. The Chief Finance Officer will recommend and implement the necessary arrangements.

The Chief Finance Officer will ensure that committee/council members tasked with treasury management responsibilities, including those responsible for scrutiny, have access to training relevant to their needs and those responsibilities.

Those charged with governance recognise their individual responsibility to ensure that they have the necessary skills to complete their role effectively.

The present arrangements are detailed in the schedule to this document.

TMP11 USE OF EXTERNAL SERVICE PROVIDERS

The Council recognises that responsibility for treasury management decisions remains with it at all times. It recognises that there may be potential value in employing external providers of treasury management services, in order to acquire access to specialist skills and resources. When it employs such service providers, it will ensure it does so for reasons which have been submitted to a full evaluation of the costs and benefits. It will also ensure that the terms of their appointment and the methods by which their value will be assessed are properly agreed and documented, and subjected to regular review. And it will ensure, where feasible and necessary, that a spread of service providers is used, to avoid over reliance on one or a small number of companies. Where services are subject to formal tender or re-tender arrangements, legislative requirements will always be observed. The monitoring of such arrangements rests with the Chief Finance Officer, and details of the current arrangements are set out in the schedule to this document.

TMP12 CORPORATE GOVERNANCE

The Council is committed to the pursuit of proper corporate governance throughout its businesses and services, and to establishing the principles and practices by which this can be achieved. Accordingly, the treasury management function and its activities will be undertaken with openness and transparency, honesty, integrity and accountability.

The Council has adopted and has implemented the key principles of the Code. This, together with the other arrangements detailed in the schedule to this document, are

Treasury Management Practices 2019 - 2022

considered vital to the achievement of proper corporate governance in treasury management, and the Chief Finance Officer will monitor and, if and when necessary, report upon the effectiveness of these arrangements.

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TREASURY MANAGEMENT PRACTICES

Part 2: Schedules

2019 - 2022

Flintshire County Council

TREASURY MANAGEMENT PRACTICES - SCHEDULES

This section contains the schedules which set out the details of how the Treasury Management Practices (TMPs) are put into effect by the Council

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TMP1 RISK MANAGEMENT

1 Credit & Counterparty Policies

1. Criteria to be used for creating/managing approved counterparty lists/limits -
 - The Chief Finance Officer will formulate suitable criteria for assessing and monitoring the credit risk of investment counterparties and shall construct a lending list comprising time, type, sector and specific counterparty limits.
 - Treasury Management staff will add or delete counterparties to/from the approved counterparty list in line with the policy on criteria for selection of counterparties. The complete list is available in the Technical Accountancy Section. It should be noted that not all of these counterparties will be used. This depends on whether they are in the market at the time of investment and whether they are offering competitive rates.
 - The Council will use credit criteria in order to select creditworthy counterparties for placing investments.
 - Credit ratings will be used as supplied from a selection of credit rating agencies.
 - The minimum level of credit rating for an approved counterparty will be as follows: -

Minimum	Banks	Banks	Government	Corporates	Registered
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Treasury Management Practice Schedules 2019 - 22

Credit Rating	Unsecured	Secured			Providers
UK Government			£ Unlimited	50 years	
AAA	£2m	£3m	£3m	£2m	£2m 10 years
AA+	5 years	5 years	25 years	5 years	
AA	£2m	£3m	£3m	£2m	
AA-	£2m	£3m	£3m	£2m	
	4 years	4 years	15 years	4 years	
	3 years	3 years	10 years	3 years	
A+	£2m	£3m	£3m	£2m	£2m 5 years
	2 years	2 years		2 years	
A	£2m	£3m		£2m	
	1 year	1 year	1 year		
A-	£2m	£3m	5 years	£2m	
	6 months	6 months		6 months	
Pooled Funds	£3m per fund				
BBB-	The Council is restricted to overnight deposits in its' own current account bank where the banks lowest credit rating is BBB+, BBB or BBB- (or equivalent)				
Unrated Local Authorities			£3m	2 years	
Unrated Other	The Council may invest in any other unrated organisation, subject to: <ul style="list-style-type: none"> • an external credit assessment and specific advice from the Authority's treasury management adviser (£1m each / 1 year limit) • a further policy framework for investing with any other organisations being developed (£100k each / 5 year limit) 				

A definition of the ratings can be found in appendix A.

Banks Unsecured

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

Banks Secured

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

Government

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

Corporates

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

Registered Providers

Loans and bonds issued by, guaranteed by or secured on the assets of registered providers of social housing and registered social landlords formerly known as housing associations. These bodies are tightly regulated by the Welsh Government. As providers of public services, they retain the likelihood of receiving government support if needed.

Pooled Funds

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

Bond, equity and property funds offer enhanced returns over the longer term, but are more volatile in the short term. These allow the Authority to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date,

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but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Authority's investment objectives will be monitored regularly.

Operational bank accounts

The Authority may incur operational exposures, for example through current accounts, collection accounts and merchant acquiring services, to any UK bank with credit ratings no lower than BBB- and with assets greater than £25 billion. These are not classed as investments, but are still subject to the risk of a bank bail-in, and therefore, the Council will aim to keep balances as low as practically possible. The Bank of England has stated that in the event of failure, banks with assets greater than £25 billion are more likely to be bailed-in than made insolvent, increasing the chance of the Authority maintaining operational continuity.

Other Organisations

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

Foreign countries

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

Non-Specified Investments

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

Non-Specified Investment Limits

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	Cash Limit
Total long-term investments	£4m
Total invested in pooled funds	£20m
Total investments without credit ratings or below A- (except UK Government and UK local authorities)	£5m
Total investments (except pooled funds) with institutions domiciled in foreign countries rated below AA+	£1m
Total non-specified investments	£30m

2. Approved methodology for changing limits and adding/removing counterparties

Credit ratings for individual counterparties can change at any time. The Chief Finance Officer is responsible for applying the stated credit rating criteria in 1.1 for selecting approved counterparties, and will add or delete counterparties as appropriate to / from the approved counterparty list when there is a change in the credit ratings of individual counterparties or in banking structures e.g. on mergers or take-overs. The Chief Finance Officer will also adjust lending limits and periods when there is a change in the credit ratings of individual counterparties or in banking structures e.g. on mergers or take-overs in accordance with the criteria in 1.1.

3. Details of Credit Rating Agencies' services or other services which provide current credit ratings and updates on changes.

- Ratings from Fitch, Moody's or Standard & Poor's are updated monthly by the Council's treasury management adviser; however, they will provide immediate notification of any changes which affect Flintshire County Council counterparties. If a counterparty no longer meets the investment criteria, no further investments will be made with that counterparty and consideration will be given to recalling the monies. If a counterparty is being reviewed for a possible downgrade outside the criteria no more investments will be made.
- The Council's treasury management adviser will also inform the Chief Finance Officer of any other market information that they have (e.g. Credit Default Swap prices, news reports and opinion, balance sheet analysis in the absence of credit ratings) which may require credit ratings to be overridden and no further investment to be made with that counterparty.

1.2 Liquidity

1. Amounts of approved minimum cash balances and short-term investments

- The Council manages its cash balances on a daily basis, dependent upon cash flow demands. The objective is to achieve a zero cash balance each day unless it is uneconomic to do so (e.g. it may cost more

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to send an investment to a counterparty and recall the next day than to keep the funds in the account overnight to cover the following days payments). Otherwise, a zero balance will be achieved as far as possible by means of temporary investments, borrowing or use of call accounts. Temporary investments are cash flow driven with the objective of ensuring that future temporary borrowing is minimised.

2. Details of:

- Standby facilities - Short-term borrowing undertaken.
- Short-term borrowing facilities - short term borrowing will be arranged for any overdrawn balance through the money market if no call money is available.
- Insurance/guarantee facilities - not required.
- Other contingency arrangements - negotiations with the Council's bankers.
- Call Accounts and Money Market Funds (subject to ratings and sector limits).

1.3 Interest Rate

1. Details of approved interest rate exposure limits -

- The upper limit on fixed interest rate exposures is £370 million.
- The upper limit on variable interest rate exposures is £100 million.

2. Trigger points and other guidelines for managing changes to interest rate levels

- This is monitored in conjunction with the Council's treasury advisers through the London money market on a daily basis.
- The management of a balanced investment portfolio which retains a mix of long term investments (fixed rate) and shorter term (variable rate) investments which are variable to protect against interest risk.

1.4 Exchange Rate

Approved criteria for managing changes in exchange rate levels -

- The Council does not make payments or receive foreign currency in sufficient levels that warrant currency management e.g. hedging

1.5 Inflation

Guidelines for managing changes to inflation rate levels

- This is monitored in conjunction with the Council's treasury advisers through monthly economic updates.

1.6 Refinancing

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1. Debt/other capital financing maturity profiling, policies and practices.
 - To manage the Council's debt maturity profile i.e. to leave no one future year with a high level of repayments that could cause problems in re-borrowing.
2. Projected capital investment requirements.
 - The borrowing requirement is determined as part of the Capital Programme.
3. Policy concerning limits on revenue consequences of capital financing.
 - This is part of the ongoing budget monitoring process
4. Policy where the Council provides financial guarantees to third parties.
 - These are recorded and regularly reassessed as to the probability they will be called upon.

1.7 Legal & Regulatory

References to relevant statutes and regulations

- Prior to entering into any capital financing, lending or investment transaction, it is the responsibility of the Chief Finance Officer to be satisfied, by reference to the Monitoring Officer, the Authority's legal department and external advisors as appropriate, that the proposed transaction does not breach statute, external regulations or the Authority's Financial Procedures.
- The Council's legal powers and regulatory requirements come from –
 - ❖ Local Government Act 2003
http://www.opsi.gov.uk/acts/acts2003/pdf/ukpga_20030026_en.pdf
 - ❖ Local Authorities (Capital Finance and Accounting) (Wales) Regulations 2003 (and subsequent amending regulations)
http://www.opsi.gov.uk/legislation/wales/wsi2003/wsi_20033239_en.pdf
 - ❖ Welsh Government "Guidance on Local Government Investments"
<http://wales.gov.uk/topics/localgovernment/publications/guideinvest/?jsessionid=m p3KKnDTyn91SG3PQvIFrpqnBVTnlXvyGH1pynJcCpJg5n9hL0tP!514291769?lang=en>
 - ❖ CIPFA "Treasury Management in the Public Services Code of Practice"
 - ❖ CIPFA "Prudential Code for Capital Finance in Local Authorities"

Hard copies are available in Technical Accountancy.

1.8 Fraud, error and corruption, and contingency management

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1. Details of systems and procedures to be followed, including internet services.
 - These are documented in the Treasury Management Operational Guidelines.
2. Emergency and contingency planning arrangements
 - This process is currently being documented.
3. Fraud, Error & Corruption.
 - There is a system of internal control in place to prevent and identify fraud and error.
 - Any issue identified will be immediately reported to the Chief Finance Officer and Head of Internal Audit and subsequently to Audit Committee and Council.

1.9 Market Value of Investments

Details of approved procedures and limits for controlling exposure to investments whose capital value may fluctuate (Government Issue Long Term Stock - GILTS, Certificates of Deposit - CDs, etc.)

- No limits are set, current criteria for these investments does not allow exposure to high fluctuations in value.

TMP 2 PERFORMANCE MEASUREMENT

2.1 Performance Measurement

1. In the annual Treasury Management Outturn Report, investment and borrowing rates are analysed against the budget and previous year's data.
2. Health checks are undertaken by the Council's treasury management advisers.

2.2 Value for Money

Frequency for reviewing and tendering for the following services:

- Banking services - tendered every 5 years.
- Money-broking services - annual review.
- Treasury advisers services – tendered every 3 years.
- External Cash Managers - none currently employed but this will be analysed as part of a continuous review.

2.3 Methods to be employed for measuring the performance of the Council's

Treasury Management activities

1. The Chief Finance Officer will receive a monthly update on Treasury Management from the Finance Manager – Technical Accounting.
2. The performance of treasury management will be reported quarterly to the Audit Committee and then to Cabinet and Council in the Mid-year Report and Annual Outturn Report using the performance measures outlined in 2.1.

TMP 3 DECISION-MAKING AND ANALYSIS

3.1 Funding, borrowing, lending and new instruments/techniques:

1. Records to be kept:
 - These are documented in the Treasury Management Operational Guidelines. All records are kept on-line to provide a full audit trail for all Treasury decisions.
2. Processes to be pursued:
 - All reports on Treasury Management issues are submitted to the Chief Finance Officer for decision making
3. Issues to be addressed:
 - In respect of every decision made the Council will:
 - a. Above all be clear about the nature and extent of the risks to which the Council may become exposed
 - b. Be certain about the legality of the decision reached and the nature of the transaction, and that all authorities to proceed have been obtained
 - c. Be content that the documentation is adequate both to deliver the Council's objectives and protect its interests, and to deliver good housekeeping
 - d. Ensure that third parties are judged satisfactory in the context of the Council's creditworthiness policies, and that limits have not been exceeded
 - e. Be content that the terms of any transactions have been fully checked against the market, and have been found to be competitive.
 - In respect of borrowing and other funding decisions, the Council will:
 - a. Evaluate the economic and market factors that might influence the manner and timing of any decision to fund.
 - b. Consider the merits and demerits of alternative forms of funding,

Treasury Management Practice Schedules 2019 - 22

- including funding from revenue, leasing and private partnerships.
 - c. Consider the alternative interest rate bases available, the most appropriate periods to fund and repayment profiles to use.
 - d. Consider the ongoing revenue liabilities created, and the implications for the Council's future plans and budgets.
 - In respect of investment decisions, the Council will:
 - a. Consider the optimum period, in the light of cash flow availability and prevailing market conditions.
 - b. Consider the alternative investment products and techniques available, especially the implications of using any which may expose the Council to changes in the value of its capital.
- 4. Considerations to be made before each temporary borrowing and investment decision.
 - Borrowing
 - a. Are funds available in call accounts?
 - b. Arrange temporary borrowing through a broker for the shortest period of time at the lowest rate of interest available.
 - Investing
 - a. Establish funds available to be invested
 - b. Establish a maturity date using cash flow and the Council's treasury adviser's monthly investment strategy
 - c. Using the Ratings spreadsheet –
Headroom available with each counterparty
 - d. Check the credit ratings and other market information available for the chosen counterparty.
 - e. Use a broker to find the highest rate of interest for the requirements above
 - f. If after the above, funds still cannot be placed and call accounts and Money Market Funds are full, then invest with DMO.

TMP 4 APPROVED INSTRUMENTS, METHODS AND TECHNIQUES

4.1 Approved activities of the Treasury Management operation

All borrowing is undertaken in accordance with the Local Government Act 2003 section 1 and all investments undertaken in accordance with section 12.

The approved activities are:

- borrowing;
- lending;
- debt repayment and rescheduling;
- consideration, approval and use of new financial instruments and treasury management techniques;
- managing the underlying risk associated with the Council's capital financing and surplus funds activities;
- managing cash flow;
- banking activities;
- leasing.

4.2 Approved Instruments for Borrowing

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

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

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

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

4.3 Approved Instruments for Investments

The annual Treasury Management Strategy provides details of specified and non-specified investments and the maximum limits for each, as is required under Guidance issued by the Welsh Government. The approved investment instruments are -

- Fixed Term Deposits
- Certificates of Deposit
- Bank Accounts (Instant Access & Notice Accounts)
- Pooled Investment Vehicles (Such as Money Market Funds)
- U.K. Treasury Bills
- Loans
- Bonds

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- Reverse Repurchase Agreements
- Commercial Papers

4.4 Approved Techniques

- Forward dealing up to 364 days;
- Callable deposits.

4.5 Approved methods and sources of raising capital finance

Finance will only be raised in accordance with the Prudential Code for Capital Finance, and within this limit the Council has a number of approved methods and sources of raising capital finance. These are:

On Balance Sheet

Public Works Loan Board (PWLB)
European Investment Bank (EIB)
Local Authorities
Banks
Building Societies
Pension Funds
Stock issues
Negotiable Bonds
Internal sources (capital receipts & revenue balances)
Sterling commercial paper
Sterling medium term notes
Finance Leases

Off Balance Sheet

Deferred Purchase

Other Methods of Financing

Government and EC Capital Grants
Lottery monies
Private Finance Initiative (PFI)

All forms of funding will be considered dependent on the prevailing economic climate, regulations and local considerations. The Chief Finance Officer has delegated powers through this Policy and the Strategy to take the most appropriate form of borrowing from approved sources.

4.6 Register of Financial Institutions who have approved the Council as “professional clients” under the provisions of MiFID II

Financial Institution:	Relationship with the Council:
Arlingclose Limited	Treasury Management Advisors
Martin Brokers Ltd	Broker
Tradition (UK) Ltd	Broker
ICAP plc	Broker

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Tullet Prebon (UK) Ltd	Broker
BGC Partners	Broker
King & Shaxson Limited	Broker & Custodians
Institutional Cash Distributors (ICD)	Money Market Funds
Federated Investors (UK) LLP	Money Market Funds
Aberdeen/Standard Life	Money Market Funds
Insight Investment	Money Market Funds
Coventry Building Society	Building Society

TMP5 ORGANISATION, CLARITY AND SEGREGATION OF RESPONSIBILITIES, AND DEALING ARRANGEMENTS

5.1 Limits to Responsibilities/Discretion at Committee/Cabinet levels

1. County Council

The Council is responsible for:-

- Receiving and reviewing reports on treasury management policies, practices and activities.
- Approval of annual policy and strategy.
- Approval of/amendments to the Council's adopted clauses, treasury management policy and strategy.
- Budget consideration and approval.
- Approval of the division of responsibilities.

2. Cabinet

The Cabinet is responsible for:

- Receiving reports from the Chief Finance Officer informed by the deliberations of the Audit Committee on the implementation and regular monitoring of its treasury management policy, strategy and practices.
- Consideration of Treasury Policy and Strategy for approval by Council.

3. Audit Committee

The Audit Committee is responsible for –

- Reviewing the treasury management policy and practices and making recommendations to Cabinet.
- Receiving and reviewing regular monitoring reports.

5.2 Principles and practices concerning segregation of duties

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Procedure	Regular	Trained in Absence
Cash Balances	Accounting Technician	Accounting Technician/Technical Accountant
Dealing and Limit Calculations	Accounting Technician	Accounting Technician/Technical Accountant
Logotech	Accounting Technician	Accounting Technician/Technical Accountant
Dealing Check	Accounting Technician	Accounting Technician/Technical Accountant/Accountancy Assistant
Dealing Authorisation	7 Authorised Bank Signatories - Corporate Finance Manager, 6 Finance Managers)	
Funds Transfer Operators	Finance Assistant	3 Accounting Technicians/Technical Accountant
Funds Transfer Approval	7 Accountants	
Bankline System Administrators	Accountant (Systems)	Accounting Technician

5.3 Statement of duties/responsibilities of each Treasury post

1. Chief Finance Officer

- Recommending clauses, treasury management policy/practices for approval, reviewing the same regularly, and monitoring compliance.
- Submitting regular treasury management policy and strategy reports.
- Submitting budgets and budget variations.
- Receiving and reviewing management information reports.
- Reviewing the performance of the treasury management.
- Ensuring the adequacy of treasury management resources and skills and the effective division of responsibilities within the treasury management function.
- Ensuring the adequacy of internal audit and liaising with external audit.
- Approving the selection of external service providers (within the Council's Contract Procedure Rules) and agreeing terms of appointment.

2. Finance Manager - Technical Accounting

Treasury Management Practice Schedules 2019 - 22

- To deputise for the Chief Finance Officer.
- To advise the Chief Finance Officer in the discharge of his/her duties.
- Regularly review the Treasury Management function.
- Submitting management information reports to the Chief Finance Officer.
- Drafting reports for Audit Committee, Cabinet and Council.
- Review a monthly report from the Technical Accountant on the performance of the Treasury Management function.

3. Technical Accountant

- Supervise treasury management staff.
- Review the draft report on the performance of the Treasury Management function.
- Identify and recommend opportunities for improved practices.
- Ensure that the day to day activities accord with the Treasury Management Policy Statement and Practices.

4. Accounting Technician

- Execution of transactions.
- Adhere to agreed policies and practices on a day-to-day basis.
- Maintain relationships with counterparties and external service providers.
- Draft reports for Audit Committee, Cabinet and Council.
- Produce cash flow projections and monitor performance.
- Report on the performance of the treasury management function.

5. Other Officers

- To deputise as necessary for the above posts, adhering to their duties and responsibilities.

5.4 Dealing Limits

As outlined in 1 - Credit and Counterparty Policies

5.5 List of Approved Brokers

Five approved brokers are currently used by the Council (see 11.2).

- ICAP Limited
- Martin Brokers (UK) Plc
- Prebon Marshall Yamane (UK) Limited
- Tradition (UK) Ltd
- BGC Sterling

5.6 Policy on Brokers' Services

Treasury Management Practice Schedules 2019 - 22

Reviewed annually.

5.7 Policy on taping conversations

No conversations are currently taped

5.8 Direct Dealing Practices

This is undertaken as and when required to maximise investment return

5.9 Settlement transmission procedures

Standard Settlement Instructions

5.10 Documentation Requirements

- Flintshire CC Treasury Management Policy Statement.
- Flintshire CC Treasury Management Annual Strategy.
- Flintshire CC Treasury Management Annual Outturn Report.
- Treasury Management Health checks.
- Loans and Treasury Management System Manual (LOGOTECH).
- Cash Flow Statement (LOGOTECH).
- Money Market Dealing Form.
- Loans Outstanding Form / Limit Calculations.
- List of Brokers and Telephone Numbers.
- Approved Counterparties (Regular update from TM Advisers).
- Outstanding and Matured Investments/Borrowing File.
- Previous TM Consultants Correspondence Files.
- Arlingclose Consultancy Services Correspondence File (TM Advisers).
- Treasury Management Operational Guidelines.
- Treasury Management (Long Term Borrowing) Operational Guidelines.

5.11 Arrangements concerning the management of third-party funds.

Third party funds are included in the net daily bank balance and the funds are utilised by the Council on that basis. Interest is paid as follows -

- Optec Youth Exchange Fund – average monthly rate, quarterly.
- Insurance Fund – average seven day rate, annually.

TMP 6 REPORTING REQUIREMENTS AND MANAGEMENT INFORMATION ARRANGEMENTS

6.1 Annual Treasury Management Strategy Statement

1. The Treasury Management Strategy sets out the specific expected treasury activities for the forthcoming financial year. This Strategy will be scrutinised by Audit Committee, submitted to the Cabinet and then to the County Council

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Committee for approval before the commencement of each financial year.

2. The formulation of the annual Treasury Management Strategy involves determining the appropriate borrowing and investment decisions in the light of the anticipated movement in both fixed and shorter-term variable interest rates. For instance, the Council may decide to postpone borrowing if fixed interest rates are expected to fall, or borrow early if fixed interest rates are expected to rise.
3. The Treasury Management Strategy is concerned with the following elements:
 - the prospects for interest rates;
 - the limits placed by the Council on treasury activities
 - the expected borrowing strategy;
 - the expected investment strategy;
 - the expectations for debt rescheduling;
 - any extraordinary treasury issue.
 - Treasury Management Indicators.
4. The Treasury Management Strategy will establish the expected move in interest rates (using all available information such as published interest rate forecasts where applicable).

6.2 Prudential Code for Capital Finance

1. In accordance with legislation, the Council is required to approve key indicators and limits for the Prudential Code for Capital Finance. These are listed below and reported in the Prudential Indicators Report.
 - Estimates of Capital Expenditure
 - Ratio of financing costs to net revenue stream
 - Incremental impact of capital investment decisions on council tax/housing rents
 - Capital financing requirement
 - Authorised limit for external debt
 - Operational Boundary for external debt

The following are within the Treasury Management Code.

- Upper limit on fixed interest rate exposures
 - Upper limit on variable interest rate exposures
 - Upper and lower limits for maturity structure of borrowing
 - Limit for principal sums invested for periods longer than 364 days
2. The Chief Finance Officer is responsible for putting forward for approval the relevant limits for the Treasury Management Code into the Annual Treasury Management Strategy, and for ensuring compliance with the limits. Should it prove necessary to amend these limits, the Chief Finance Officer shall submit the changes for scrutiny by the Audit Committee and recommendation by the

Treasury Management Practice Schedules 2019 - 22

Cabinet before submission to County Council for approval.

6.3 Annual Investment Strategy

The Welsh Government requires the documentation of an Annual Investment Strategy including the following:

- Specified Investments – Investments offering high security and liquidity
- Non-specified Investments – Investments with greater potential risk
- Investments which can be prudently committed for longer than 1 year.
- Credit Risk Assessment.
- Use of Investment Consultants.
- Investment Training.
- Investment money borrowed in advance of need.

6.4 Annual Report on Treasury Management Activity

An annual report will be presented to the Audit Committee, Cabinet and then the County Council at the earliest practicable meeting after the end of the financial year. This report will include the following: -

- a comprehensive picture for the financial year of all treasury policies, plans, activities and results
- transactions executed and their revenue (current) effects
- report on risk implications of decisions taken and transactions executed
- monitoring of compliance with approved policy, practices and statutory / regulatory requirements
- monitoring of compliance with powers delegated to officers
- degree of compliance with the original strategy and explanation of deviations
- explanation of future impact of decisions taken on the Council
- measurements of performance
- report on compliance with CIPFA Code recommendations

The report will be subject to review by the Audit Committee

6.5 Mid-Year Review

A mid-year report will be presented to the Audit Committee, Cabinet and Council, which will include the following:

- activities undertaken
- variations (if any) from agreed policies/practices
- interim performance report
- regular monitoring
- monitoring of treasury management indicators for local authorities.

The report will be subject to review by the Audit Committee

6.6 Management Information Reports

The Technical Accountant will report management information to the Finance Manager - Technical Accountancy monthly for review. The Finance Manager Technical Accountancy will report monthly to the Chief Finance Officer.

6.7 Presentation of Reports

As a minimum:

The County Council will receive:

- An annual report on the strategy and plan to be pursued in the coming year
- A mid-year review
- An annual report on the performance of the treasury management function, on the effects of the decisions taken and the transactions executed in the past year, and on any circumstances of non-compliance with the Council's Treasury Management Policy Statement and TMPs.

In addition to the above, the Audit Committee and Cabinet will receive regular monitoring reports on treasury management activities and risks. Audit Committee will also have responsibility for the scrutiny of treasury management policies and practices.

Treasury Management Indicators will be reported in the strategy.

TMP 7 BUDGETING, ACCOUNTING AND AUDIT ARRANGEMENTS

7.1 Statutory/ Regulatory Requirements

The Treasury Management part of the statement of accounts has been prepared in accordance with the accounting policies applicable to local authorities.

7.2 Accounting Practices and Standards

The accounts are prepared in accordance with the CIPFA Treasury Management in the Public Sector Code of Practice, supported by guidance notes on the application of accounting standards.

7.3 Budget Monitoring

The budget for treasury management activities is monitored on a monthly basis through the Central Loans and Investment Account (CLIA).

TMP 8 CASH AND CASH FLOW MANAGEMENT

8.1 Arrangements for preparing/submitting cash flow statements

Annual cash flow prepared before the start of the financial year and updated throughout the year.

8.2 Content and frequency of cash flow budgets

All known cash flow factors are included for the coming financial year.

8.3 Listing of sources of information

Correspondence from external organisations and internal departments, together with various information extracted from the Annual Budget Book.

External –

- Welsh Government
- North Wales Police
- North Wales Fire Authority

Internal –

- Payroll
- Pensions
- Council Tax
- Creditors

8.4 Bank statement procedures

All bank statement information is obtained electronically from the NatWest Bankline website.

8.5 Procedures for banking of funds

All day to day treasury management transactions are paid and received by the Clearing House Automated Payments System (CHAPS).

8.6 Cash Flow Management

Arrangements as detailed in section 3.1.4

8.7 Debtors and Creditors

Debtors and Creditors are monitored so that any significant moves can be prepared for. Creditors provide warning of payments 2 days in advance.

TMP 9 MONEY LAUNDERING

9.1 Procedures for establishing identity/authenticity of Lenders

1. The Council does not accept loans from individuals. All loans are obtained from the PWLB or from authorised institutions on the FCA Register which is a public record of financial service firms, individuals and other bodies which fall under its regulatory jurisdiction as defined in the Financial Services & Markets Act 2000 (FSMA). This Act came into force on 1st December 2001.
2. Any borrowing undertaken from the money markets is through money brokers, who are also authorised and regulated by the Financial Conduct Authority. This adds a further layer of protection as the broker vets the institutions involved in any transactions.
3. Appropriate consideration will be given to identify and verify SMEs when undertaking any lending to SMEs.

TMP 10 STAFF TRAINING AND QUALIFICATIONS

10.1 Details of approved training courses

1. Reviewed as part of the annual Employee Appraisal process. The Council's treasury advisers also provide training on treasury issues to staff when required.
2. Flintshire County Council is a member of the CIPFA Treasury Management Network. Treasury officers receive weekly updates from the Network and attend seminars organised by the Network, as required.

10.2 Records of training received by Treasury staff

All training is recorded on a departmental database.

10.3 Approved qualifications for Treasury staff

All treasury officers are qualified to AAT Technician level as a minimum.

10.4 Training of Members

Audit Committee Members will receive a quarterly Treasury Management report and training will be given as required. Other Members will be invited to attend training and receive treasury reports as outlined in these practices.

10.5 Statement of Professional Practice (SOPP)

1. Where the Chief Finance Officer is a member of CIPFA, there is a professional need for the Chief Finance Officer to be seen to be committed to professional responsibilities through both personal compliance and by ensuring that relevant staff are appropriately trained.
2. Other staff involved in treasury management activities who are members of

Treasury Management Practice Schedules 2019 - 22

CIPFA must also comply with the SOPP.

TMP 11 USE OF EXTERNAL SERVICE PROVIDERS

11.1 Details of contracts with Service Providers, including Bankers, Brokers, Consultants & Advisers

1. Banking services:

- National Westminster Bank Plc
- Contract commenced January 2015 to run for 3 years, then extended for a further 12 months
- Cost of core service - £38,000 p.a.
- Payments due on an ongoing basis throughout the year

2. Money-broking services:

The following money market brokers' services are utilised for day to day transactions as and when required.

- ICAP plc
- Martin Brokers (UK) plc
- Prebon Marshall Yamane (UK) Limited
- Tradition UK Limited
- BGC Sterling

3. Treasury Consultant services:

- Arlingclose Consultancy Services
- Contract commenced 1st September 2016 for 3 years, with the option to extend for a further 2 years.
- Cost of service - £11,000 plus VAT per annum
- Payments due annually

11.2 Procedures and frequency for tendering services

See TMP2 Performance Measurement section (2.2) for full details of services tendered. The process must comply with the Council's Contract Procedure rules.

TMP 12 CORPORATE GOVERNANCE

12.1 List of documents to be made available for public inspection

- 12.1.1 Treasury Management Policy Statement
- 12.1.2 Treasury Management Strategy
- 12.1.3 Treasury Management Practices
- 12.1.4 Treasury Management Mid-Year Report
- 12.1.5 Treasury Management Annual Outturn Report

APPENDIX A

Definition of Ratings

Fitch Long Term

- **AAA** - Highest credit quality. Rating denotes the lowest expectation of credit risk. They are assigned only in case of exceptionally strong capacity for payment of financial commitments. The capacity is highly unlikely to be adversely affected by foreseeable events.
- **AA** - Very high credit quality. Rating denotes expectations of very low credit risk. They indicate very strong capacity for payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.
- **A** - High credit quality. Rating denotes expectation of low credit risk. The capacity for payment of financial commitments is considered strong. The capacity may, nevertheless, be more vulnerable to changes in circumstances or in economic conditions than is the case for higher ratings.
- **BBB** - Good quality rating. 'BBB' ratings indicate that there are currently expectations of low credit risk. The capacity for payment of financial commitments is considered adequate but adverse changes in circumstances and economic conditions are more likely to impair this capacity. This is the lowest investment grade category.

The modifiers "+" & "-" may be appended to any of the ratings above to denote a relative status within major categories.

Moody's Long Term

- **Aaa** - Judged to be one of the highest quality, with minimal credit risk
- **Aa** - Judged to be of high quality and are subject to very low credit risk
- **A** - Considered upper-medium grade and are subject to low credit risk
- **Baa** - Offers adequate credit quality. However, certain protective elements may be lacking or may be characteristically unreliable over any great length of time.

Moody's appends numerical modifiers 1, 2 and 3 to each rating classification. 1 indicates that the obligation ranks in the higher end of its category, 2 mid-range and 3 a ranking in the lower end of that category.

Standard & Poor's Long Term

- **AAA** - An obligor rated 'AAA' has the highest rating assigned by Standard & Poor's. The obligor's capacity to meet its financial commitment on the obligation is extremely strong.
- **AA** - An obligor rated 'AA' differs from the highest-rated obligations only to a small degree. The obligor's capacity to meet its financial commitment on the obligation is very strong.
- **A** - An obligor rated 'A' is somewhat more susceptible to the adverse effects of changes in circumstances and economic conditions than

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obligations in higher-rated categories. However, the obligor's capacity to meet its financial commitment on the obligation is still strong.

- **BBB** - An obligor rated 'BBB' has adequate capacity to meet its financial commitments. However, adverse economic conditions or changing circumstances are more likely to lead to a weakened capacity of the obligor to meet its financial commitments.

Plus (+) or minus (-) the ratings from 'AA' to 'CCC' may be modified by the addition of a plus (+) or minus (-) sign to show relative standing within the major rating categories



CABINET

Date of Meeting	Tuesday, 19 th February 2019
Report Subject	Capital Strategy including Prudential Indicators 2019/20 to 2021/22
Cabinet Member	Leader and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

This report updates the Council's Capital Strategy and seeks Cabinet's recommendation to Council.

Previously the Capital Strategy had been combined with the Asset Management Plan, it is now considered more appropriate to separate the two documents, following changes made by CIPFA to two of its Codes of Practice. A refreshed version of the Asset Management Plan will be prepared for consideration by Members later on in 2019.

The report explains the need for the Strategy, its key aims, and the content of each of its sections.

Under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code), authorities are required to set a range of Prudential Indicators (PI's). The Capital Strategy includes details of the Council's Prudential Indicators for 2019/20 – 2021/22.

RECOMMENDATIONS

1	Cabinet approves and recommends the Capital Strategy to County Council.
2	<p>Cabinet approve and recommends to Council:-</p> <ul style="list-style-type: none"> • The Prudential Indicators for 2019/20 - 2021/22 as detailed within Tables 1, and 4 – 7 inclusive of the Capital Strategy.

	<ul style="list-style-type: none"> Delegated authority for the Corporate Finance Manager to effect movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (Table 6 of the Capital Strategy).
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REPORT DETAILS

1.00	CAPITAL STRATEGY 2019 – 2022
1.01	In February 2016 Cabinet approved a combined Capital Strategy and Asset Management Plan. This recognised the significant and valuable resource which the Council's assets (valued at £742m in the 2017/18 Balance Sheet represent), defined the way in which the Council intended to manage its Asset portfolio, alongside a strategy for developing its capital programme.
1.02	The Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the Code), requires that the Council has in place a Capital Strategy (the Strategy). The guidance to the Code defines the specific requirements of the Strategy. This requirement is best met by separating the Strategy from the Asset Management Plan. This report updates the Strategy for Council's consideration. An updated version of the Asset Management Plan will be prepared for members' consideration later on in 2019.
1.03	The key aims of the Strategy are to explain the ways in which the capital programme is developed and funded, the potential impact it has on the Council's Medium Term Financial Strategy (MTFS) and the way in which it relates to the Council's Treasury Management Strategy. The Strategy is an overarching document and refers to other documents such as the Capital Programme, the Treasury Management Strategy and the MRP Policy. The Strategy is split into a number of sections as described below. The Strategy is enclosed as Appendix 1.
1.04	Capital Expenditure This section defines Capital Expenditure and that there is some limited local discretion in the definition as reflected in the Council's accounting policies.
1.05	Resources This section explains the way in which the capital programme is funded. The Council has a number of funding sources but these sources are limited and in some cases, particularly capital receipts, diminishing. Some of those sources, particularly prudential borrowing, add pressure to the Council's MTFS.
1.06	Prioritisation of Capital Expenditure This section explains the way in which the capital programme is divided into three sections and how decisions are made as to which schemes to include in each section in each year.
1.07	Governance This section explains the governance arrangements in place in the development and monitoring of the capital programme.

1.08	<p>Capital Expenditure Plans</p> <p>This section refers to the Council's capital expenditure plans as agreed in its capital programme. It covers:</p> <ul style="list-style-type: none"> - Capital expenditure plans - The way in which those plans are expected to be financed - Minimum Revenue Provision - Estimates of the Capital Financing Requirement, a measure of unfinanced expenditure
1.09	<p>Treasury Management</p> <p>This section covers the way in which the Strategy relates to the Council's treasury management activity. It covers:</p> <ul style="list-style-type: none"> - The Council's Borrowing Strategy - The relationship between the Council's debt portfolio and its Capital Financing Requirement - The Authorised Limit and Operational Debt Limits for borrowing, ensuring the limits on the Council's exposure to debt are set - The Council's Investment Strategy - Treasury Management governance.
1.10	<p>Commercial activities</p> <p>This section reports that the Council has limited commercial activity, having a limited portfolio of investment properties (agricultural properties and industrial units).</p>
1.11	<p>Liabilities</p> <p>This section explains the liabilities which the Council has, in particular the deficit on its pension fund, and links with the Council's Statement of Accounts.</p>
1.12	<p>Revenue budget implications</p> <p>This section shows the impact of the capital financing costs on the revenue stream of the Council's budget.</p>
1.13	<p>Knowledge and skills</p> <p>This section details the skills of officers involved in developing and managing the capital programme and treasury management activity, and explains that the Council makes use of external advisers to assist with this activity.</p>
1.14	<p>Prudential Indicators</p> <p>The Authority is required by the Code to develop and monitor Prudential Indicators. These are contained within the various sections of the Strategy, and are indicated as such.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Implications for assets and financial implications are set out within the report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Arlingclose, the Council's Treasury Management advisers have been consulted on the preparation of the Strategy.
3.02	The updated Capital Strategy is being referred to the Corporate Resources Overview and Scrutiny Committee for comment at its meeting on 14 th February 2019 with their comments being fed back to Cabinet verbally before being discussed at County Council in February 2019.

4.00	RISK MANAGEMENT
4.01	Decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. The purpose of the Capital Strategy includes setting a clear framework within which such decisions can be made mitigating the risks involved.

5.00	APPENDICES
5.01	Appendix 1 – Capital Strategy.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Gary Ferguson – Corporate Finance Manager Telephone: 01352 702271 E-mail: gary.ferguson@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>

Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset.

Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the **Capital Programme**.

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.

Council Fund - The fund to which all the Council's revenue and capital expenditure is charged.

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

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.

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

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

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

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CAPITAL STRATEGY
2019/20 TO 2021/22

CONTENTS

1	INTRODUCTION
2	CAPITAL EXPENDITURE
3	RESOURCES
4	PRIORITISATION OF CAPITAL EXPENDITURE
5	GOVERNANCE
6	TREASURY MANAGEMENT
7	COMMERCIAL ACTIVITIES
8	LIABILITIES
9	REVENUE BUDGET IMPLICATIONS
10	KNOWLEDGE AND SKILLS

CAPITAL STRATEGY REPORT 2019/20

1. INTRODUCTION

The Council approved a combined Capital Strategy and Asset Management Plan in February 2016.

The creation and approval of a capital strategy is now a requirement of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code).

The code requires the Council to set Prudential Indicators in relation to its capital programme. This document includes those Prudential Indicators and these are included in tables 1, 4 - 7 clearly marked as such.

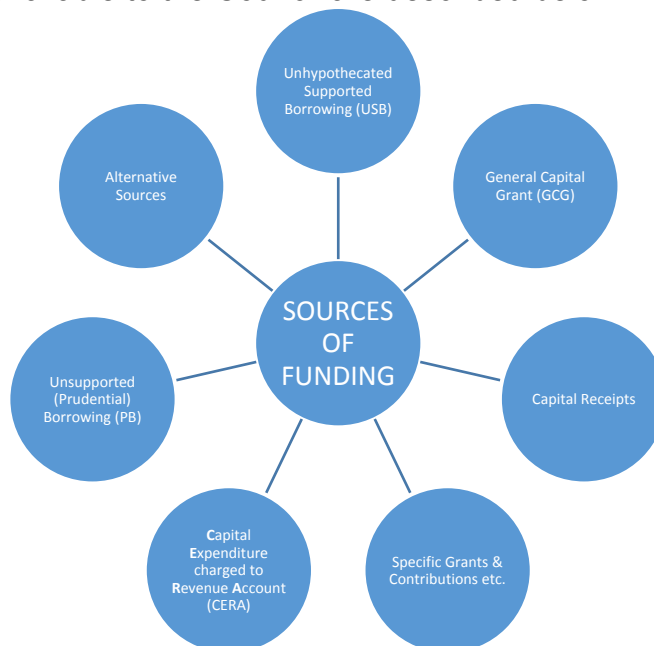
This document updates the capital strategy sections approved by Council in February 2016. It gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. The Asset Management Plan will be updated later in 2019.

2. CAPITAL EXPENDITURE

Capital expenditure occurs when the Council spends money on assets, such as property or vehicles, which will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, as assets costing below £20k are not capitalised and are charged to revenue in year. Details of the Council's policy on capitalisation may be found in the Accounting Policy section of the Council's Statement of Accounts.

3. RESOURCES

The sources of funding available to the Council are described below:



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

Each year Welsh Government provides councils with a Supported Borrowing capital allocation. Councils can then borrow to fund capital expenditure up to that annual allocation, and Welsh Government will include funding to cover the revenue costs associated with that level of borrowing in future years within the Revenue Support Grant. The Council decides how this funding is spent.

General Capital Grant (GCG)

This is the annual capital grant from Welsh Government. The Council decides how this funding is spent.

Supported borrowing and general capital grant will be used to fund capital schemes which:

- invest in, or maintain the life of, existing assets which will be retained for future service delivery
- are statutory / regulatory in nature

The Housing Revenue Account (HRA) equivalent is known as the Major Repairs Allowance (MRA).

Capital Receipts

These are funds raised from the sale of council assets, usually, but not restricted to, land and buildings. Other examples include repayments of loans for capital purposes and release of restrictive covenants.

Capital finance regulations dictate that capital receipts can only be used to fund capital expenditure or repay debt. In the past regulations required a proportion of all receipts be set aside to repay debt, but this was removed some time ago for the Council Fund and was removed for the HRA with the introduction of self-financing. The Council's policy is to use capital receipts to fund capital expenditure rather than voluntarily set aside to repay debt. The Council sets a Minimum Revenue Provision policy each year which sets out our prudent methods for repayment of debt.

The current policy of pooling all capital receipts to allocate to capital schemes in accordance with the Council's strategic aims and priorities will continue. Capital receipts will not be ring-fenced to fund schemes in the same service or geographical areas (with the exception of the HRA). Capital receipts represent a finite funding source based on a planned approach to asset disposals in support of the Council's priorities. They will be used to fund new capital investment schemes.

Generation of capital receipts depends on our ability to identify assets that are surplus to requirements, and to sell them at an appropriate time which will be subject to local economic factors. In recent years this has been challenging, and will continue to be so. Careful and prudent planning around the timing of capital receipts is needed to ensure schemes funded by capital receipts don't begin until we have received the receipt.

Capital receipts will be generated by continuing with our agricultural disposal policy, our policy to reduce the number of assets that we have and the forthcoming review of the commercial estate.

Our assets are also supporting the Strategic Housing and Regeneration Programme (SHARP) in innovative ways. We have identified surplus Council owned sites which will be used to develop new housing. This input will need to continue throughout the life of the programme. The impact of this on the generation of capital receipts will need to be carefully mapped and reflected within the wider Capital Programme.

Specific Grants and Contributions etc.

Specific Grants

These are grant allocations received from a range of sponsoring bodies including Welsh Government, Lottery, etc. for associated specific programmes and projects with limited local discretion on how the funding is spent. Often the terms and conditions of such funding will require unused funding to be returned, and can require the Council to match fund. In times where capital resources are declining the Council will seek to maximise such funding streams, subject to the initiative/scheme reflecting both the third party's agenda and the Council's priorities.

Specific Contributions

These are contributions from developers towards the provision of public assets or facilities. Sometimes these are to mitigate the impact of their development on communities and often referred to as section 106 contributions. Contributions are earmarked for specific purposes in planning agreements and often relate to infrastructure projects including play areas, open spaces, and schools, but also includes affordable housing. Developers also contribute to highways infrastructure developments through section 38 and 278 agreements.

Specific Capital Loans

Increasingly as Welsh Government's funding comes under pressure, capital funding that was previously issued as a specific capital grant is converted into a repayable loan, Examples include the Home Improvement Loans fund, and Vibrant and Viable Places funding. Grant funding will always be preferable to loan funding as it does not require repayment, however loan funding does have benefits. Its use to date has been to provide recyclable loan funding for regeneration purposes. The benefit is that rather than being used to fund a single project, the funding can be recycled and used to fund a number of projects over the term of the loan.

Capital Loans are also available, and have been used, from other sources such as Salix in relation to energy saving projects.

As with grants the Council will seek to maximise such developments that are in line with its priorities, whilst carefully considering the additional administrative burden in issuing and collecting loans, and the risk it carries from loan defaults.

Local Government Borrowing Initiative (LGBI)

In recent years as Welsh Government funding has been under pressure, schemes that would have been funded by capital grant have been funded by LGBI. Welsh Government provides the revenue support for borrowing costs incurred by the Council in borrowing to fund capital schemes (the difference with supported borrowing being that it's for a specific purpose aligned to Welsh Government priorities). LGBI has recently been used for highways maintenance and used to part fund the Welsh Government element of the 21st Century Schools programme – 'Band A'.

Capital Expenditure charged to Revenue Account (CERA)

Capital expenditure can be funded via a direct contribution from revenue funding (note capital financing regulations mean it is not possible to use capital funding to fund revenue expenditure). This method of funding is extensively used by the HRA and will continue to be in the future. Its use for Council Fund activity is generally quite limited as this would add pressure to the MTFs.

Unsupported Prudential Borrowing (commonly referred to as Prudential Borrowing)

The Prudential Code for Capital Finance in Local Authorities supports local authorities in determining their programmes for capital investment in assets (we are required by regulation to follow its requirements). The Prudential Code gives Councils discretion to undertake borrowing to fund capital projects with the full cost of borrowing funded from future council revenue resources subject to the Council demonstrating, within a clear framework, that the capital investment plans are affordable, prudent and sustainable. A range of prudential indicators must be produced and approved demonstrating the impact of the programme. The option for funding additional capital developments is one which is funded from within existing revenue budgets or from generating additional and ongoing income streams, there is no support from any external funding and is a major constraint on its use as any scheme funded by prudential borrowing will add to the forecast budget deficit in the MTFS.

To date limited use has been made of the option following cautious and prudent consideration of long term impacts. This approach will continue to be used with schemes that have a clear financial benefit such as 'invest to save', 'spend to earn', and those that generate returns over and above the costs of debt. The focus will be to fund schemes that are the Council's priorities, attract third party funding and generate revenue benefits in future financial years in the form of revenue savings, income generation or increasing Council Tax yield. In addition, prudential borrowing will be used to fund the Council element of 21st Century Schools – 'Band B' and the HRA SHARP and WHQS schemes.

Alternative Sources

There are a number of other alternative sources of capital funding which the Council could make use of, depending on circumstances and cost:-

- Finance Leases - Leases that transfers substantially (to the lessee) all the risks and rewards of ownership of an asset, even though ownership may not be transferred. This method was used for the equipment at Deeside Leisure Centre and the Jade Jones Pavilion, Flint.
- Public Private Partnerships (PPPs) - This is a broad term for various arrangements in which the Council has a longer and more intensive relationship with a private sector supplier than it does under a traditional contract. It includes:-
 - PFI contracts;
 - Local Asset Backed Vehicles (LABVs);
 - Strategic partnering;
 - Sale and Lease back;
 - Joint Ventures; and
 - Deferred Purchase

To date the Council has made very limited use of alternative funding options listed above. In future all options along with any new initiatives will be explored and used carefully. Capital schemes funded from alternative sources are likely to increase the Council's debt liability therefore use will be restricted and considered in the same way as prudential borrowing.

4. PRIORITISATION OF CAPITAL EXPENDITURE

The purpose of the Capital Programme is to optimise the Council’s use of capital resources by allocation to those areas identified as representing the strategic priorities of the Council. The Programme is split into 3 sections;

- Statutory / Regulatory Programme consisting of an annual allocation to fund schemes of a statutory / regulatory nature. Examples include providing financial support to repair, improve and adapt private sector homes, and adapting schools for disabled children. Service areas will be required to submit plans for approval before the start of each financial year.
- Retained Asset Programme consisting of an annual allocation to fund schemes that maintain, improve or lengthen the economic life of the assets that we retain to use in delivering services where there is already a significant amount of capital work needed, identified by service plans / condition surveys etc. Service areas identified are; schools, highways, and corporate office accommodation. Service areas are required to submit plans for approval before the start of each financial year.
- Investment Programme consisting of allocations to fund new schemes arising from Portfolio Business Plans. Such schemes will be necessary to achieve revenue efficiencies included within Portfolio Business Plans and the MTFS and our strategic priorities as included in the Council Plan. Approval of such schemes will be through the submission of a full business case identifying the source of capital funding and the assets lifetime costs going forward.

Funding of schemes will be allocated as shown below:

Statutory / Regulatory Programme	Retained Asset Programme		Investment Programme
General Capital Grant	Supported Borrowing	Capital Receipts	Debt and Alternative Sources of Funding

Capital Programmes will be set every year covering a timeframe of the next 3 financial years on a rolling basis, reflecting that capital schemes don’t match financial years and span more than 1 financial year. Schemes starting in that first financial year will be approved along with any costs and funding required in the subsequent 2 financial years. Schemes starting later than the first financial year will be given indicative support to enable services to plan, but will ultimately require formal approval through the process of approving the subsequent years’ capital programme.

Sufficient headroom will be built into the Capital Programme to facilitate more flexibility thus allowing smaller schemes to be presented, considered and approved by Cabinet in year. Such schemes arise in year due to, for example grants that require an element of match funding or unforeseen events such as regulatory works etc.

The development of the capital programme will be considered in the context of its impact on the Council’s MTFS and in particular the added pressure the capital programme may bring to the revenue budget.

5. GOVERNANCE

Planning for the Capital Programme is determined in parallel with service and revenue budget planning process within the framework of the MTFS.

New investment capital schemes will be rigorously appraised through submission of full business cases which will include schemes funded by grants or contributions from 3rd parties. Large schemes which are programmes in their own right will be subject to gateway reviews at stages during the programme, for example 21st Century Schools and SHARP. This ensures that the evidence and the case for change when the scheme was initially approved is still valid, and that lessons learned from early stages can be applied to future stages.

Those portfolios with core allocations will submit annual plans for assessment and challenge by the Capital and Assets Programme Board to ensure compliance with the Capital Strategy and the Asset Management Plan.

The Capital Programme will be set for each coming financial year at the same time as the annual budget, and will include indicative figures spanning the same time frame as the MTFS.

Monitoring of the annual Capital Programme will be undertaken at a Portfolio level by the Capital Team within Technical Accounting, with progress updates given to the Capital and Assets Programme Board. Reporting to Members will take place quarterly to Cabinet and Corporate Resources Overview and Scrutiny Committee including:

- New schemes or additions to existing schemes
- Removal of or reductions to schemes
- Slippage on schemes, and impact on future years capital programme
- Funding virements between schemes
- Other necessary revisions to the scheme

The Capital and Assets Programme Board will develop processes for monitoring the outcomes of capital schemes and measures to monitor the performance of assets.

Capital expenditure plans

The Council's planned capital expenditure for the period 2018/19 to 2021/22 is summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Council Fund	27.751	13.780	7.725
Housing Revenue Account	34.208	30.387	20.579
Total	61.959	44.167	28.304

The Council's Capital Programme is approved by Council in February of each year, and details can be found on the Council's website.

The Council is planning a number of significant investments during the period of this strategy. In particular, it is investing substantially in its schools in conjunction with Welsh Government through the 21st Century Schools programme; is extending its residential care home at Marleyfield in Buckley; is in the process of rationalising its use of office accommodation by transferring staff out of County Hall, primarily to refurbished offices in Ewloe; and has plans, in conjunction with its partners, to redevelop Theatr Clwyd. More detail is available in the Capital Programme 2019/20 – 2021/22 report.

The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately. The Council has plans to invest significantly in housing assets over the period of the strategy, including the building of an estimated 208 new homes as part of the Strategic Housing and Regeneration Programme (SHARP), as well as bringing its stock into line with the Wales Quality Housing Standard.

In addition, part of SHARP is to build new homes for rent at intermediate rent levels (between social housing rents and market rents). This is achieved by making capital loans to the Council's wholly owned subsidiary, North East Wales Homes (NEW Homes) to build affordable homes.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing etc.). The planned financing of the above expenditure is as follows, broken down into the sources detailed above in 'Resources':

Table 2: Capital Financing in £ millions

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Council Fund			
<u>External Sources</u>			
USB	4.094	4.094	4.094
GCG	3.875	3.414	2.492
Specific Grants/Contrib's/Loans	3.156	3.394	1.805
<u>Own Resources</u>			
Capital Receipts	4.677	0.000	0.000
CERA	0.000	0.000	0.000
<u>Debt</u>			
Prudential Borrowing	10.796	1.971	1.020
Sub Total - Council Fund	26.598	12.873	9.411

Housing Revenue Account			
<u>External Sources</u>			
MRA	5.065	5.065	5.065
Specific Grants/Contrib's/Loans	1.100		
<u>Own Resources</u>			
Capital Receipts	0.375	1.227	
CERA	13.442	13.953	13.903
Othe contns	0.810	0.275	0.275
<u>Debt</u>			
Prudential Borrowing	13.416	9.867	1.336
Sub Total - HRA	34.208	30.387	20.579
TOTAL	60.806	43.260	29.990

Debt is only a temporary source of finance, as any loans or leases must be repaid. Local Authorities are required each year under Regulations, to set aside some of their revenue resources as provision for the repayment of debt. The annual charge to the revenue account for repaying debt is known as the Minimum Revenue Provision (MRP). Planned MRP is as follows:

Table 3: Minimum Revenue Provision in £ millions

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Council Fund	4.011	4.263	4.375
Housing Revenue Account	2.577	2.794	2.935

Local Authorities are required to set a policy for MRP each financial year. The Council's sets its annual MRP policy in February each year and is available on its website.

Alternatively, capital receipts may be used to repay debt by applying capital receipts to the Capital Financing Requirement (CFR).

The Council's cumulative outstanding amount of capital expenditure financed by debt is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and any capital receipts used to repay debt. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Council Fund	225.106	226.908	227.647
Housing Revenue Account	139.696	146.769	145.170
Total	364.802	373.677	372.817

6. TREASURY MANAGEMENT

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs as they fall due, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

Due mainly to decisions taken in the past, the Council currently (31st December 2018) has £272m long term borrowing at an average interest rate of 4.79%, and £45m short term borrowing at an average interest rate at 0.84%. It also had £23m treasury investments at an average interest rate of 0.67%.

Borrowing strategy: The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0% to 3.0%).

Projected levels of the Council's total outstanding debt (which comprises borrowing and leases) are shown below, compared with the capital financing requirement (see above).

Table 5: Prudential Indicator: Gross Debt & the Capital Financing Requirement in £ millions

	2019/20	2020/21	2021/22
Debt (Incl Leases)	333.455	347.281	351.053
Capital Financing Requirement	364.802	373.677	372.817

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from Table 5, the Council expects to comply with this in the medium term.

Affordable borrowing limit: The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 6: Prudential Indicators: Authorised Limit & Operational Boundary for external debt in £m

	2019/20 Limit	2020/21 Limit	2021/22 Limit
Authorised Limit - Borrowing	380	390	390
Authorised Limit - Other long term liabilities	35	35	35
Authorised Limit - Total External Debt	415	425	425
Operational Boundary - Borrowing	360	370	370
Operational Boundary - Other long term liabilities	20	20	20
Operational Boundary - Total External Debt	380	390	390

Investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to prioritise security and liquidity over yield that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Corporate Finance Manager and staff, who must act in line with the Treasury Management Strategy approved annually by the Council in February. Quarterly reports on treasury management activity are presented to the Audit Committee. The Audit Committee is responsible for scrutinising treasury management decisions.

The Council sets a Treasury Management Policy Statement, an annual Treasury Management Strategy and Treasury Management Schedules and Practices which contain further details on the Council’s borrowing strategy, investment strategy and treasury management governance which are available on its website.

7. COMMERCIAL ACTIVITIES

The Council has a portfolio of investment properties, in the form of agricultural property and industrial units. Although these are classified as investment properties, they are legacy assets and the council is managing down its agricultural portfolio and is reviewing its position in regard to industrial units.

8. LIABILITIES

In addition to debt of £272m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £349m). It has also set aside £1m to cover the risks associated with the aftercare of former landfill sites, and £2.4m as a provision against bad debts.

The Council is also at risk of having to pay for any additional works necessary at landfill sites, payments in respect of historic insurance and abuse claims, and costs involved in some employment tribunal cases, but has not set aside any funds because of a lack of certainty in estimating the size and timing of the these liabilities.

Governance: Decisions on incurring new discretionary liabilities are taken by Chief Officers in consultation with the Corporate Finance Manager. The risk of liabilities crystallising and requiring payment is monitored by corporate finance and reported as required to Cabinet.

Further details on liabilities and guarantees are in the contingent liability section in note 32 of the Council's 2017/18 Statement of Accounts available on its website.

9. REVENUE BUDGET IMPLICATIONS

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Revenue Support Grant, Council Tax and business rates (NDR) for the Council Fund, and the HRA equivalent is the amount to be met from WG grants and rent payers.

Table 7: Prudential Indicator: Proportion of Financing Costs to Net Revenue Stream

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Council Fund	4.58%	4.68%	4.79%
HRA	23.32%	24.42%	24.62%

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Corporate Finance Manager is satisfied that the proposed capital programme is prudent, affordable and sustainable because the impact of the existing capital programme on the

MTFS has been considered, and the revenue implications of future capital schemes are included when considering the approval of the capital budget. .

Other revenue implications of capital expenditure are included in business cases and are factored into the MTFS.

10. KNOWLEDGE AND SKILLS

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Corporate Finance Manager is a qualified accountant with significant experience. The Council pays for junior staff to study towards relevant professional qualifications, including CIPFA and AAT.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.



CABINET

Date of Meeting	Tuesday, 19 th February 2019
Report Subject	Diversity and Equality Policy 2019
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The purpose of this report is to present the Council's revised Diversity and Equality policy, for consideration and approval prior to publication. The policy is attached as Appendix 1. Discrimination against employees, potential employees and customers who belong to a protected group is unlawful under the Equality Act 2010. There is not a requirement to produce and publish a policy, however, publishing a policy demonstrates the Council's commitment to equality and treating everybody fairly. The policy sets out the Council's approach to valuing diversity, eliminating harassment and promoting equality in everything that it does. This includes how we will ensure potential employees, customers and other organisations who do, or want to do business, with the Council are treated equitably regardless of their background.

The overall aim of the Diversity and Equality policy is to:-

- Eliminate unlawful discrimination and harassment;
- Promote equality of opportunity; and
- Foster good relations between diverse communities

in the Council's delivery of services, goods, works and facilities, provision of grants and in engagement with partners.

The policy has been updated to reflect changes in Welsh language legislation and the Department of Work and Pensions "Two Tick" scheme which has been replaced with Disability Confident Employers' scheme, which aims to improve how employers attract, recruit and retain disabled workers.

The policy had been considered and welcomed by Corporate Resources Overview and Scrutiny Committee.

RECOMMENDATIONS

1	Cabinet approve the Diversity and Equality Policy, prior to publication and implementation.
2.	Cabinet note the action being taken to improve the number of employees completing the equality e-learning modules.

REPORT DETAILS

1.00	EXPLAINING THE DIVERSITY AND EQUALITY POLICY
1.01	The Council's Diversity and Equality policy approved by Cabinet in 2012, has been updated to ensure it reflects current legislation and practice.
1.02	Although there is a not a statutory requirement to publish an equality policy, under the Equality Act 2010, it is unlawful to discriminate against employees, potential employees and customers because of a protected characteristic. The Diversity and Equality policy demonstrates the Council's commitment to developing an inclusive workplace and high quality services which meet peoples' needs.
1.03	Since implementing the policy the Council has: <ul style="list-style-type: none">• become accredited as a Disability Confident Employer;• continued to make physical alterations to schools increasing disabled pupils' access to all aspects of the school curriculum;• continued to ensure access to information by providing information in different languages and formats;• published some documents in British Sign Language increasing accessibility for the Deaf communities;• increased opportunities for employees to work flexibly enabling them to manage their work life balance.
1.04	The revised policy sets out the Council's approach to valuing diversity, eliminating harassment and promoting equality in everything that it does. This includes how we will ensure current and potential employees, customers and other organisations who do, or want to do business, with the Council are treated equitably regardless of their background.
1.05	Following circulation to HR and wider consultation the policy has been updated to include the following changes: <ul style="list-style-type: none">• replace references to the Two Tick Scheme, Positive about Disabled People with Disability Confident Employer (the Department of Work and Pension's new version of Two Ticks);• remove references to Welsh Language Scheme and introduce Welsh Language Standards; and• ensure consistency with HR policies.

1.06	Valuing diversity and promoting equality is integral to good practice in employment and service delivery. Responsibility for the policy is an integral part of every employee's role, wherever they work.
1.07	As with any Council policy it is important that managers and employees understand how to apply the policy and their responsibilities to each other and their customers. Two e-learning modules are available on the Council's e-learning portal, Flintshire Academi, but to date only a small number of employees have completed them.
1.08	<p>To encourage employees to complete the two e-learning modules:</p> <ul style="list-style-type: none"> • new employees will complete the modules during their induction period; • managers will be prompted to check that other employees have completed the modules as part of appraisals and other supervision meetings; • periodic workforce news promotions. <p>Completion rates will be monitored and reported within the Strategic Equality Plan annual report presented to Cabinet. Periodic reports will also be monitored by the Chief Officer Team.</p>
1.08	<p>Monitoring of the policy both internally and externally will be undertaken through:</p> <ul style="list-style-type: none"> • workforce diversity monitoring • reviewing complaints about discrimination and incidents of bullying and harassment in the workplace • reviewing customer complaints about discrimination • monitoring the diversity profile of customer experience. <p>Monitoring aims to discern differences in satisfaction levels or complaints from different sectors of the community as well as identify any potential inequality in employment or trends relating to bullying and harassment in the workplace.</p>

2.00	RESOURCE IMPLICATIONS
2.01	Managers to co-ordinate and prioritise team capacity to ensure all employees are able to complete the two equality e-learning modules.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The policy was circulated to HR, Trade Union, Chief Officer Team and external and internal networks and promoted on the Council website. Consideration of the policy was undertaken by Corporate Resources Overview and Scrutiny Committee and supported.

4.00	RISK MANAGEMENT
4.01	Compliance with the policy will support the organisation to meet the Equality Act 2010 and reduce any risk of litigation.

5.00	APPENDICES
5.01	Appendix 1 Diversity and Equality Policy.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Contact Officer: Fiona Mocko Strategic Policy Advisor Telephone: 702122 E-mail: fiona.mocko@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<p>Equality Act 2010: legally protects people, with protected characteristics, from discrimination.</p> <p>Disability Confident: a Department of Work and Pensions scheme designed to help employers recruit and retain disabled people and people with health conditions for their skills and talent.</p> <p>Protected characteristics: these are the groups protected under the Equality Act 2010. The characteristics are: Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion and Belief, Sex and Sexual Orientation.</p> <p>Two Ticks scheme: scheme in which employers agreed to take action to meet five commitments regarding the employment, retention, training and career development of disabled employees.</p> <p>Workforce Diversity monitoring: is the process to capture workforce information by protected group and analyse the data to identify actual or potential inequalities.</p>



Diversity and Equality Policy

Policy owner for review	Strategic Policy Advisor
Date implemented	
Date of last amendment	
Version	1
Date of next review	



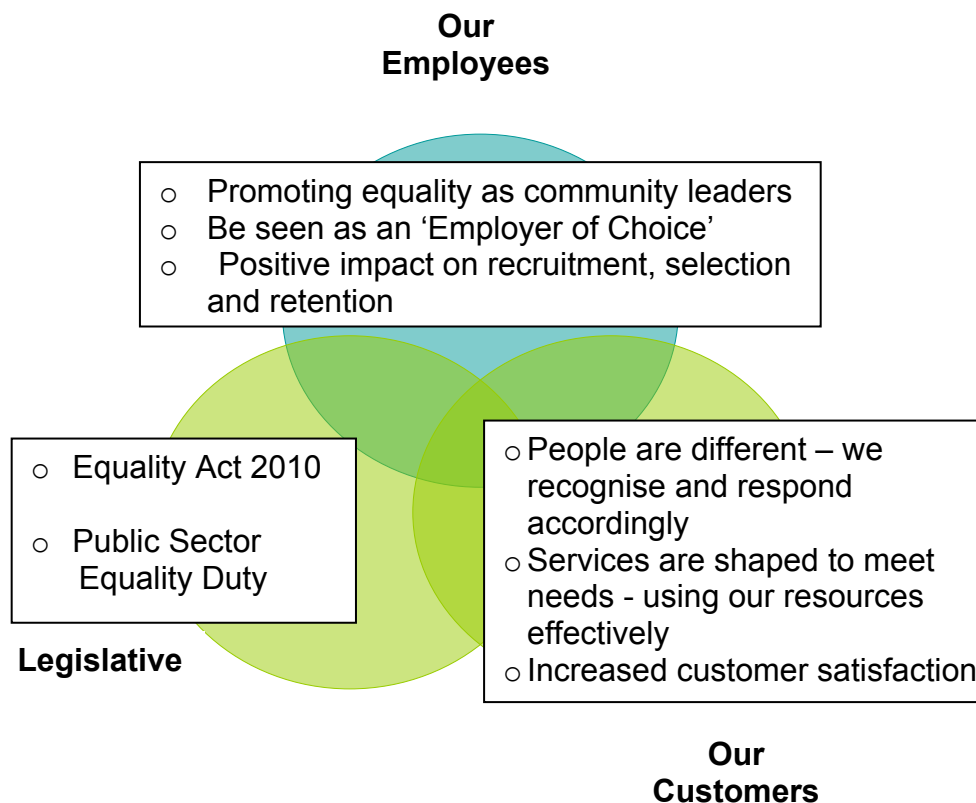
Diversity and Equality Policy

1. Statement of commitment

Flintshire County Council takes seriously its duty to promote equality through all its activities; through the Council's roles as service provider and commissioner, employer and community leader. The Council is committed to creating a community for all people, who live in, work in and visit Flintshire in which difference is valued and harassment and discrimination is not tolerated.

The Chief Officer Team will lead by example, ensuring that this commitment is embedded in policies and day to day working practices with our customers, colleagues and partners.

Why valuing diversity and promoting equality is important for the Council



Recognising and understanding the needs of communities in Flintshire will help us to become more customer focussed and provide accessible and high quality services. The Council recognises that the promotion of equality in the workplace is good management practice in which all employees are supported to develop their full potential and the talents and resources of the workforce will be fully utilised to maximise the efficiency of the Council.

The overall aim of the Diversity and Equality policy (the Policy) is to:-

- Eliminate unlawful discrimination, harassment and victimisation;
- Promote equality of opportunity; and
- Foster good relations between diverse communities

in the Council's delivery of services, goods, works and facilities and provision of grants. As well as in engagement with partners and communities in the county and through our employment policies and practices.

This is underpinned by the relevant legislation, including the Equality Act 2010, EU Directives, Welsh Language Act 1993, the Human Rights Act 1998 and Welsh Language Standards.

The Policy is also linked to the following:

- The Well-being Plan for Flintshire 2017-2023
- Dignity At Work Policy
- People Strategy
- Human Resource Policies
- Customer Services Strategy
- Procurement Strategy
- Strategic Equality Plan
- **Employee Code of Conduct**

It also underpins all Council policies and strategies.

The Council's Strategic Equality plan will set out the Council's equality objectives and action plan to meet the requirements of the Equality Act 2010 and the specific public sector duties which include the aims within this policy.

2. Scope

The Policy applies specifically to discrimination, equality of opportunity and the promotion of good community relations in respect of the protected characteristics as identified in the Equality Act 2010:

- Age
- Disability
- Gender reassignment
- Marriage and civil partnership
- Pregnancy and maternity
- Race
- Religion or belief
- Sex
- Sexual orientation

and to other personal characteristics and identity, including, for example, caring responsibilities and Welsh speakers. Everyone who uses services, facilities and information provided by or on behalf of the Council should be treated in line with this policy.

This policy applies to all employees (including centrally employed teachers) of Flintshire County Council (as defined by the Employment Rights Act) and is commended to School Governing Bodies and other associated employers as best practice.

The [Member Code of Conduct](#) applies to Elected Members. Section 4 of the Code of Conduct states that Members must:

- a) carry out your duties and responsibilities with due regard to the principle that there should be equality of opportunity for all people, regardless of their gender, race, disability, sexual orientation, age or religion.
- b) show respect and consideration for others.
- c) not use bullying behaviour or harass any person.

3. Equality in Service Delivery

3.1 Discrimination – examples of the types of discrimination are provided in the glossary.

3.2 Aims of policy in Service Delivery

The long-term aim is to be a responsive authority in every aspect of our service activities; providing appropriate, accessible and effective services and facilities to meet the diverse needs of our community.

Customers and potential customers can expect the Council to: -

- treat customers and visitors with dignity and respect
- provide accessible and clear information about services in appropriate formats and languages that meet people's needs.
- provide a comprehensive, consistent and systematic service in Welsh for our Welsh speaking customers as we do in English for our English speaking customers.
- continue to make physical and other reasonable adjustments to Council premises and services so that they are accessible.
- provide services that take into account customers' age, disability, gender reassignment, marriage and civil partnership, pregnancy or maternity status, race, religion and belief, sex and sexual orientation or any other individual characteristics, such as Welsh language.
- promote and encourage people to report unlawful harassment and continue to work with partner organisations to make Flintshire a safer place to live, work and visit free from discrimination and harassment.

- hold meetings in accessible venues or make arrangements to meet access requirements.
- consider needs of those actively engaged in religious or cultural observances when planning events to avoid exclusion or disadvantage. This may include timing or dietary requirements.
- respond quickly to any complaints that we receive about our services including those of discrimination.
- provide training for employees to develop the knowledge, attitudes and behaviour, to comply with equality legislation.
- ensure that any organisation who acts/provides a service on our behalf comply with the Equality Act 2010, any other relevant equalities legislation, and the Welsh Language Standards.
- use objective criteria to award grants and to allocate services.
- monitor our services to ensure equal access and outcomes and take action to address any inequalities.
- engage and consult with local communities and stakeholders to better understand our customers' needs and shape future service delivery.

4. Contractors and Partners

Contractors

Local citizens have a right to expect that the money spent by us on goods, works and services meet the diverse needs of the customers we serve. Our customers deserve a high quality of service regardless of who provides the service. If any organisation wants to do business with the Council they must comply with our standards and all the relevant equality legislation. We will not award contracts if a commitment to diversity and equality is not demonstrated. The Contract Procedure Rules commits the Council to making sure that contractors, suppliers and organisations who provide a service, goods or works on our behalf comply with equality legislation.

We expect organisations acting on our behalf to develop and deliver services, goods, works and facilities that are appropriate and accessible and to have, and implement, Diversity and Equality policies for employment and service delivery. Private or third sector organisations who are carrying out a public function on behalf of a public authority or in their own right will have to comply with the general duty of the Public Sector Equality Duties and the Welsh Language Standards.

Procurement and commissioning employees will incorporate equality considerations, where relevant, into contracts, managed premises agreements, service level agreements and monitoring agreements.

Partnerships

Through Flintshire in Partnership the Council will encourage partners to value diversity and promote equality. The Council will:

- incorporate equality principles in terms of reference to ensure that we embed equality within strategies, plans and projects
- lead by example incorporating the principles of equality in all that we do
- work together with our partners to embed equality within our ways of working and align our strategies

Funding and other Support

We will set out clear criteria to ensure decision making is open and transparent where we award and allocate funding or other support to external organisations.

5. Employment

We want the composition of our workforce to be reflective of our community and we recognise the importance of this in tackling inequality. We have an important role to play in ensuring we tackle inequalities and discrimination in the workplace and in ensuring that diversity and equality underpin our employment strategies, policies, procedures and practices.

We will ensure all our employment policies and practices comply with this policy and do not intentionally or unintentionally discriminate against any group or individual. We will promote a culture of openness, fairness and respect through all our policies and practices and ensure all employees are aware of their personal responsibility to apply this policy.

One of our aims is to be a modern employer and employer of choice, we have a range of benefits and support for employees which shows our investment in our employees such as:-

- We have policies in place to protect employees from harassment or bullying through our Dignity at Work Policy, Disciplinary Policy and Grievance Policy.
- Support mechanisms to consider making reasonable adjustments for employees to return to work after being absent or to remain in work.
- Guaranteed Interview scheme for disabled applicants who meet the essential criteria of the advertised role and Veterans provided the following criteria are met:
 - The Armed Forces were the veteran's last long-term employer.
 - No more than 3 years has elapsed since the veteran left the Armed Forces.
 - The Veteran meets the essential criteria for the advertised role.
- Fair pay and reward structure
- Many different types of flexible working including support for carers and parents.
- Continual and regular review of employment policies and practices.
- A partnership and consultative approach with recognised Trade Union colleagues.

5.1 Types of discrimination- examples of the types of discrimination are provided in the glossary.

5.2 Aims of the Policy for employment

The aims of the Policy for employment are to ensure that:

- i) no prospective employee or current employee receives less favourable treatment on any grounds that cannot be shown to be justified. This applies to all terms and conditions including recruitment and selection, training, promotion, pay, employee benefits, employee grievances and disciplinary procedures
- ii) all vacancies are accessible to all and our workforce is reflective of our community
- iii) all employees have an equal chance to contribute and to achieve their potential
- iv) the workplace is free from harassment and unwanted behaviour and everyone can give their best/be themselves
- v) all employment decisions are based on merit.

All employees have a responsibility to:

- treat other employees, customers, contractors and visitors to the Council with dignity, courtesy and respect
- be aware of the effect of their own behaviour and language has on others, use behaviour and language that does not cause offence or is discriminatory
- be sensitive to the diverse needs of colleagues, for example, religion and belief, sexual orientation and respect individual's rights to take opportunities to work more flexibly
- respect the right of colleagues not to disclose their sexual orientation.

Managers have a responsibility to:

- respect the confidentiality of all employees and ensure that all equality issues are managed with discretion and sensitivity
- give full consideration to any requests for work life balance
- abide by the commitments set out in the Disability Confident Scheme
- ensure employees receive an appraisal at least once a year
- take prompt action to address discrimination and harassment including third party harassment
- identify and challenge discriminatory practices and behaviour
- act as a role model and lead by example
- ensure job titles of posts are gender neutral
- ensure services are accessible and meet the needs of diverse groups and provide reasonable adjustments for disabled employees
- comply with the Equality Act 2010 and other relevant equality legislation through all aspects of employment including recruitment, training and development, appraisal, grievances, disciplinary, pay and benefits and abide by Human Resources policies
- support employees to develop and enable them to reach their full potentials.

All employees have a right to:

- be treated with dignity, courtesy and respect by other employees and customers
- work in an environment where inappropriate and offensive behaviour and language is not tolerated
- be treated objectively in all employment procedures
- access training and development opportunities to develop skills and knowledge to support the achievement of organisational goals
- have requests for work, life and well being (for example, religious or caring responsibilities) recognised and sensitively considered and balanced with organisational needs
- be provided with reasonable adjustments to ensure disabled employees are supported to undertake their role effectively
- be protected from victimisation and harassment including third party harassment.

6. Implementation

Overall responsibility

The Chief Executive has overall responsibility for the implementation of the Diversity and Equality Policy at a corporate level.

Elected Members

All members have an essential role for ensuring equalities is incorporated in all Council business, promoting equality and good community relations and eliminating unlawful discrimination.

Chief Officer responsibility

Chief Officers have responsibility for implementing the policy within their Portfolio by:

- integrating the Strategic Equality Plan into delivery plans
- including equality targets in the business planning process and monitoring progress
- ensuring equality impact assessments are undertaken on new and revised policies and practices.

Managers and Supervisors

All managers and supervisors have responsibility for:

- putting into practice the Diversity and Equality policy
- investigating any allegations of discriminatory behaviour or practices and taking disciplinary action where appropriate
- contributing towards the Strategic Equality Plan and equality objectives
- including equality targets in the business planning process
- ensuring that employees are familiar with, and act in accordance with equality law and this policy
- ensuring that the relevant specifications to meet equality law and the Welsh Language Standards are included into contracts awarded to contractors and service providers

- ensuring services are accessible and meet the needs of diverse groups
- providing reasonable adjustments for disabled employees and customers
- undertaking equality impact assessments
- monitoring take up of services to identify over /under representation and set equality targets and actions to redress any potential or actual inequalities
- supporting employee networks.

Employee responsibility

The successful implementation of the policy lies with every individual taking personal responsibility in the practical application of this policy. Every employee is individually responsible for her or his own behaviour and supporting the Council's "zero tolerance" attitude to harassment and discrimination.

7. Monitoring and Review

The Policy will be reviewed periodically to ensure that it is consistent with current legislation and the Equality and Human Rights Commission's codes of practice for services, employment and public sector equality duties.

Equality Impact Assessments will be undertaken on new and revised policies and practices to ensure they meet the public sector equality duty and this policy.

We will monitor the diversity profile of customers and job applicants and employees to identify any actual or potential barriers or discrimination.

Positive action

Lawful positive action, training and encouragement will be considered in areas where particular groups are under represented. Positive action may involve treating members of a group who share a particular protected characteristic more favourably than other groups, and will be lawful in certain circumstances. It is not the same as positive discrimination which is unlawful.

Distribution of the Policy

The Policy will be published on the Council's website and intranet.

A summary document will be available in a range of formats and languages.

A copy of the Policy and summary will be available for all employees.

Applicants for Council posts will be made aware of the policy and it will form part of the induction programme for new recruits.

8. Dealing with Complaints of Discrimination

If you experience discrimination while working with us, using our services, or living or working in our communities, we want to know. We want to ensure your experience is recorded and appropriate resolution sought. Your complaint will be taken seriously and we will take action where our policies have been breached.

Customers

If you have experienced discrimination or harassment whilst using one of our services then you should use the Council's complaints procedure.

This is set out in the 'Flintshire Feedback Scheme' leaflet which is available from all local Council Offices, libraries and via the Councils' website or by contacting the Council by telephone 01352 752121.

If you have been harassed in the community because of a protected characteristic or have been harassed because of your linguistic background you can report these to:

North Wales Police:

Telephone:101

Victim Support <https://www.reporthate.victimsupport.org.uk>

Telephone: 0300 30 31 982.

E-mail: hatecrimewales@victimsupport.org.uk

The Anti-Social Behaviour Co-ordinator Flintshire County Council, County Hall, Mold

Telephone: 01352 702590

E-mail: Community.Safety@flintshire.gov.uk

Job applicants

Job applicants who feel they have grounds for complaint should write to the Head of Human Resources and Organisational Development, Flintshire County Council, County Hall, Mold, CH7 6NG.

Employees

If an employee experiences discrimination or harassment from another employee or third party, they should follow the Dignity at Work policy and report the matter to their line manager who will take appropriate action to prevent repeat incidents.

The employee may also wish to have a confidential discussion with:-

Human Resources Manager

Strategic Policy Advisor (Corporate Business and Communications Team)

A Trade Union Representative

Breaches of the Policy

The Council will, on receiving a complaint or allegation that this policy has been breached, investigate the matter and if appropriate, take disciplinary action. It will be

a condition of service that employees adhere to the Diversity and Equality Policy and failure to do so may be a cause for disciplinary measures to be taken.

Breach of the Policy by Elected Members

Breach of the policy by Elected Members will be treated as a breach of the Code of Conduct, and be reported as a complaint to the Public Services Ombudsman for Wales.

Breach of the Policy by Contractors

Any breach of the contract by a Contractor delivering a service with, or on behalf of the Council, will be addressed in accordance with the terms of that Contract.

Useful Resources and further information and advice

Equality and Human Rights Commission – Services, public functions and associations Statutory Code of Practice

Equality and Human Rights Commission- Employment Statutory Code of Practice
<http://www.equalityhumanrights.com/>

The Gender Trust
www.gendertrust.org.uk
0845 231 0505

North Wales Regional Equality Network
www.nwren.org.uk
01492 622233

Young Flintshire
www.youngflintshire.co.uk

Stonewall
www.stonewall.org.uk
0800 502020

Disability Wales
<http://www.disabilitywales.org/>
029 20 88 7335

Glossary

Access To Work

An Access to Work grant is money for practical support to help disabled people do their job. The money can pay for specialist equipment and travel.

Disability

The Equality Act 2010 says that a person has a disability if they have a physical or mental impairment that has a 'substantial' and 'long-term' negative effect on a person's ability to do normal daily activities.

Equality impact assessment

An equality impact assessment is a systematic method to assess implications of an organisation's decisions on people from different backgrounds. Impact assessments should take place when considering a new policy, strategy or revising an existing policy or reviewing a function, service or procedure.

Equality Act 2010

The Equality Act 2010 outlaws unfair treatment of people because of protected characteristics they have. The Act applies to the workplace, when providing goods, facilities and services, when exercising public functions, in the disposal and management of premises, in education and by associations (such as private clubs).

Equality Act 2010: Public sector equality duty

The Public Sector Equality Duty of the Equality Act, requires public bodies to consider all individuals when carrying out their day to day work – in shaping policy, in delivering services and in relation to their own employees. There are two parts, the general duty and the specific duty.

General Duty

This requires public bodies to have due regard to the need to eliminate discrimination, advance equality of opportunity, and foster good relations between different people when carrying out their activities.

Specific Duties Wales

Public authorities in Wales have to comply with a set of Specific Duties which are designed to assist them in meeting the General Duty. This includes developing and publishing equality objectives.

Equality Targets

Equality targets are designed to improve outcomes for all people. Every person falls into one or more protected characteristic; they are important as they help ensure

- progress is being made in relation to promoting diversity and equality
- services reflect the communities they serve
- improvements are being made for customers
- people who use our services experience equal outcomes
- the inequalities experienced by some groups of people are reduced
- resources are being targeted

Targets are identified through equality monitoring and analysis of equality data.

Example

A local authority Foster Care service had established a system to identify and record the ethnicity of children in care and existing / prospective foster carers. The service **analysed data** on a regular basis, and it became evident that that there was an:

- Over representation of Black Caribbean and White Irish children in foster care
- Under representation of Black Caribbean and White Irish foster carers

An equality target was set to:

Increase the number of Black Caribbean and White Irish Foster carers by 5 percentage points from the current figure of 6% by 2015

Financial aid such as grants, in-kind support and commissioning arrangements.

Monitoring

Equality monitoring is the process to collect, store and analyse data about people's backgrounds, examples of characteristics to monitor include ethnicity, gender, age, religion, disability. Monitoring can be used to:

- highlight potential or actual inequalities;
- investigate their underlying causes ; and
- remove any unfairness or disadvantage.

Protected Characteristics:

These are the grounds upon which discrimination is unlawful. The characteristics are:

Age:- referring to a person belonging to a particular age (e.g. 32 year olds) or range of ages (e.g. 18 - 30 year olds).

Disability:- a person has a disability if s/he has a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day-to-day activities.

Gender reassignment:- The process of changing or transitioning from one gender to another. **Transsexual person** Refers to a person who has the

protected characteristic of gender reassignment. This may be a woman who has transitioned or is transitioning to be a man, or a man who has transitioned or is transitioning to be a woman. The law does not require a person to undergo a medical procedure to be recognised as a transsexual

Marriage and civil partnership:- The Act protects employees who are married or in a civil partnership against discrimination. Single people are not protected.

Pregnancy and maternity:- A woman is protected against discrimination on the grounds of pregnancy and maternity. With regard to employment, the woman is protected during the period of her pregnancy and any statutory maternity leave to which she is entitled. Also, it is unlawful to discriminate against women breastfeeding in a public place.

Race:- This includes colour, ethnic / national origin or nationality,

Religion or belief:- Religion has the meaning usually given to it but belief includes religious and philosophical beliefs including lack of belief (e.g. Atheism). Generally, a belief should affect your life choices or the way you live for it to be included in the definition.

Sex :- male or female; and

Sexual orientation:- Whether a person's sexual attraction is towards their own sex, the opposite sex or to both sexes.

Provision, criterion or practice

This includes any formal or informal policies, rules, practices, arrangements, criteria, conditions, prerequisites, qualifications or provisions. A provision, criterion or practice may also include decisions to do something in the future such as a policy or criterion that has not yet been applied, as well as a 'one-off' or discretionary decision.

Reasonable adjustments

Where a disabled person is at a substantial disadvantage in comparison with people who are not disabled, there is a duty to take reasonable steps to remove that disadvantage by (i) changing provisions, criteria or practices e.g. providing flexible working, removing core time , (ii) altering, removing or providing a reasonable alternative means of avoiding physical features e.g. offering home visits, making physical alterations to the workplace/ customer contact points and (iii) providing auxiliary aids e.g. a specialist piece of equipment e.g. specialist telephone IT equipment or support worker.

Welsh Language Standards

These specify how organisations are expected to treat and use the Welsh language. Standards are intended to provide more clarity as to the Welsh language services people should expect to receive, as well as consistent service provision

Types of Discrimination

Direct Discrimination – Direct discrimination occurs when a person treats another less favourably than they treat or would treat others because of a protected characteristic.

Example: An employer believes that someone's memory deteriorates with age. He assumes – wrongly – that a 60-year-old manager in his team can no longer be relied on to undertake her role competently. An opportunity for promotion arises, which he does not mention to the manager. The employer's conduct is influenced by a stereotyped view of the competence of 60 year olds. This is likely to amount to less favourable treatment because of age.

Example: A Gypsy couple are refused service in a pub that displays on its door a 'No Gypsies or Travellers' sign. It is obvious from the notice on the door and the treatment the Gypsy couple receive that their less favourable treatment is because of race.

Example: A club that organises salsa evenings deletes a woman from their list as soon as they learn that she is pregnant, on the assumption that during her pregnancy she will not want to come to salsa evenings. This decision resulting in unfavourable treatment based on a stereotype is likely to be pregnancy discrimination.

Example: An employer offers 'death in service' benefits to the spouses and civil partners of their staff members. A worker who lives with her partner, but is not married to him, wants to nominate him for death in service benefits. She is told she cannot do this as she is not married. Because being a cohabitee is not a protected characteristic, she would be unable to make a claim for discrimination.

Indirect Discrimination – Indirect discrimination may occur when an employer or service provider applies an apparently neutral provision, criterion or practice which puts persons sharing a protected characteristic at a particular disadvantage.

Example: An employer has a 'no headwear' policy for its staff. Unless this policy can be objectively justified, this will be indirect discrimination against Sikh men who wear the turban, Muslim women who wear a headscarf and observant Jewish men who wear a skullcap as manifestations of their religion.

Example: When a local council holds its consultation meetings on a weekday evening, it discovers that fewer women than men attend. A woman complains that this is because some women, including herself, cannot come because of childcare responsibilities. This is enough to demonstrate disadvantage and she does not have to show that the absence of women is attributable in particular cases to childcare responsibilities.

Discrimination by association-it is discrimination if an employer/service provider treats a person less favourably because of their association with another person who has a protected characteristic.

Example: A lone father caring for a disabled son has to take time off work whenever his son is sick or has medical appointments. The employer appears to resent the fact that the worker needs to care for his son and eventually dismisses him. The dismissal may amount to direct disability discrimination against the worker by association with his son.

Example: A boy wishes to join his local football club, but he is rejected because his parents are a lesbian couple. This is direct discrimination by association because of sexual orientation because of the boy's association with his parents.

Discrimination by perception– it is discrimination if an employer/ service provider treats a person less favourably because they mistakenly thinks that the employee/service user has a protected characteristic.

However, this does not apply to pregnancy and maternity or marriage and civil partnership.

Example: An employer rejects a job application form from a white woman whom he wrongly thinks is black, because the applicant has an African-sounding name. This would constitute direct race discrimination based on the employer's mistaken perception

Example: A woman with a medical condition that makes her appear 'masculine' is wrongly perceived to be undergoing gender reassignment and refused entry to a women-only sauna session at her local leisure centre. This is likely to be less favourable treatment because of gender reassignment.

Harassment – This type of harassment occurs when an employer/ service provider engages in unwanted conduct which is related to a relevant protected characteristic and which has the purpose or the effect of:

- violating the service user's dignity; or
- creating an intimidating, hostile, degrading, humiliating or offensive environment for the service user.

Example: A worker is subjected to homophobic banter and name calling, even though his colleagues know he is not gay. Because the form of the abuse relates to sexual orientation, this could amount to harassment related to sexual orientation.

Example: A publican continually refers to a transsexual woman as 'Sir' and 'he' when serving him in a pub, despite her objections.

It is likely that the woman would succeed in a harassment claim if she were able to persuade the court that the conduct had the purpose or effect of violating her dignity or of creating an intimidating, hostile, degrading, humiliating or offensive environment for her.

Third Party harassment-employers may be liable for harassment by a third party, such as a customer or client. Employers have a duty to prevent third party harassment; where the employee has been harassed on two different occasions, the employer must take reasonable steps to prevent harassment by a third party happening again.

Example: A Ghanaian shop assistant is upset because a customer has come into the shop on Monday and Tuesday and on each occasion has made racist comments to him. On each occasion the shop assistant complained to his manager about the remarks. If his manager does nothing to stop it happening again, the employer would be liable for any further racial harassment perpetrated against that shop assistant by any customer.

Discrimination arising from a Disability The Equality Act (2010) says that treatment of a disabled person amounts to discrimination where:

- a service provider treats the disabled person unfavourably;
- this treatment is because of something arising in consequence of the disabled person's disability; and
- the service provider cannot show that this treatment is a proportionate means of achieving a legitimate aim,

unless the employer/service provider does not know, and could not reasonably be expected to know, that the person has the disability.

Example: An employer dismisses a worker because she has had three months' sick leave. The employer is aware that the worker has multiple sclerosis and most of her sick leave is disability-related. The employer's decision to dismiss is not because of the worker's disability itself. However, the worker has been treated unfavourably because of something arising in consequence of her disability (namely, the need to take a period of disability-related sick leave).

Example: A mother seeks admission to a privately run nursery for her son who has Hirschsprung's disease, which means that he does not have full bowel control. The nursery says that they cannot admit her son because he is not toilet trained and all the children at the nursery are. The refusal to admit the boy is not because of his

disability itself; but he is being treated unfavourably because of something arising in consequence of his disability.

In addition, The Equality Act 2010 introduces a **Duty to make reasonable adjustments**, this requires:-

- service providers to take positive steps to ensure disabled people can access services. It involves service providers anticipating the needs of potential customers for reasonable adjustments.
- employers to take positive steps to ensure disabled people can access and progress in employment. It means taking additional steps to which non-disabled employees and applicants are not entitled.

A disabled person is discriminated against when an employer/ service provider fails to make reasonable adjustments. What is considered “reasonable” may vary.

Example: An adviser with a visual impairment is sometimes required to make home visits to clients. The employer employs a support worker to assist her on these visits.

Example: An ombudsman has a policy that all complaints must be made in writing. This policy places some disabled people - for example, those with learning disabilities or visual impairments - at a substantial disadvantage in making a complaint. The ombudsman amends the policy to permit disabled people and others who cannot use a written complaints procedure to make their complaint over the telephone. This is likely to be a reasonable step to take.

Victimisation – treating people less favourably because of action they have taken under or in connection with the equality law.

Example: An employer threatens to dismiss a staff member because he thinks she intends to support a colleague's sexual harassment claim. This threat could amount to victimisation, even though the employer has not actually taken any action to dismiss the staff member and may not really intend to do so.

Example: A. complains to the staff at a children's centre that her daughter's physical and social needs are not being properly met. As the centre is provided by the local authority children's services department, the mother also complains to her councillor and to the Director of Children's Services. The centre's staff invite her to a meeting, after which the care of her daughter improves. The following summer she applies to go on a trip to the seaside for parents with their disabled children organised by the department but is turned down. She believes that she has been victimised because of her complaint about the care of her daughter. Although she did not refer explicitly to the Act when she complained, she asserted that her daughter had been treated less favourably because of a protected characteristic. That is sufficient for her complaint to be a protected act.



Sources:

Equality and Human Rights Commission – Services, public functions and associations Statutory Code of Practice

Equality and Human Rights Commission- Employment Statutory Code of Practice



CABINET

Date of Meeting	Tuesday, 19 th February 2019
Report Subject	Quarter 3 Council Plan 2018/19 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2018/19 was adopted by the Council in June 2018. This report presents a summary of the monitoring of progress for the Quarter 3 (October – December 2018) position of 2018/19.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Council's Annual Performance Reports. This second monitoring report for the 2018/19 Council Plan is a positive report, with 92% of activities being assessed as making good progress, and 85% likely to achieve the desired outcome. In addition, 67% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (61%) or minor/insignificant (22%).

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

Recommendations

1	Cabinet notes and endorses levels of progress, performance and risk levels in the Quarter 3 Council Plan 2018/19 monitoring report.
2	Cabinet is assured by plans and actions to manage the delivery of the 2018/19 Council Plan.

REPORT DETAILS

1.00	REPORT DETAIL
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2018/19 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	The twelve individual sub-priority reports have been brought together to provide a single report for Cabinet. Members will also receive respective reports when circulated with Overview and Scrutiny Committee agendas.
1.03	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.04	<p>Monitoring our Activities</p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s)
1.05	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIVITIES PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 48 (92%). • We are making satisfactory (amber) progress in 4 (8%). <p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the outcome achievement of 44 (85%). • We have a medium (amber) level of confidence in the outcome achievement of 8 (15%). • No activities have a low (red) level of confidence in their outcome achievement.

1.06	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target. • AMBER equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN equates to a position of positive performance against target.
1.07	<p>Analysis of current levels of performance against period target shows the following: -</p> <ul style="list-style-type: none"> • 29 (67%) had achieved a green RAG status • 12 (28%) had achieved an amber RAG status • 2 (5%) had achieved a red RAG status
1.08	<p>The 2 performance indicators which showed a red RAG status for current performance against target are: -</p> <p>Priority: Supportive Council</p> <p>Average number of calendar days taken to deliver a DFG</p> <p>A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence. This area of performance has required improvement for a number of years.</p> <p>As a result a DFG review board has been established which meets monthly to review progress towards implementing improvements to processes and controls. One improvement area has been the launch of a new contractor framework for the delivery of the DFG's which has started to show a reduction in the number of days taken to deliver DFGs.</p> <p>In 2017/18 DFG works were suspended due to budgetary constraints with outstanding works being completed this year. This has impacted on the overall performance for the service as these cases were on hold for as long as 4 months.</p> <p>Overall performance is affected by these older cases from 2017/18, which is bringing down the figures when compared with the current year cases that are being delivered using the improved processes. This is evidenced as follows:</p> <ul style="list-style-type: none"> - 5 adaptations delivered in Q3 were 17/18 legacy cases and averaged 397 days - 3 adaptations delivered from 18/19 claims and using the new approach averaged 198 days <p>Once the backlog of legacy cases has been completed during the remainder of this year, 2019/20 performance should show a marked improvement.</p> <p>Percentage of looked after children with a timely health assessment</p> <p>The performance at Q3 (65.38%) is below the period target (81%), however there have been significant improvements since April, with the looked after nurse regularly attending team meetings and managing the assessment appointments.</p>

BCUHB have increased the availability of appointments per month to 6 slots and recruited 2 trainee doctors to assist with Health assessments from October 2018.

The performance trend for the year to date shows a 27% improvement on last year's performance, with 69.1% of children looked after having a timely health assessment, as compared to 54.6% last year. Despite these improvements we are still unlikely to meet this year's target.

Whilst not meeting the period performance targets it is important to note, more significance is placed on those indicators which show a red Outcome status at Q3. This is indicating that they are very unlikely to meet their target at year-end.

There are no indicators with a red Outcome RAG.

1.09 Monitoring our Risks
 Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -

- 5 (11%) are insignificant (green)
- 5 (11%) are minor (yellow)
- 27 (61%) are moderate (amber)
- 7 (16%) are major (red)
- 0 (0%) are severe (black)

Note that due to rounding issues the above does not add up to 100%. A number of decimal points would be required to show this.

1.10 The Council Plan has a total of 44 risks which have been assessed as shown in Table 1. The initial status of risk is assessed when the risk is first identified without any mitigating controls. The current assessment shows the latest status of the risk.

Table 1: Risk movement

Net risk status	Initial Assessment	Current Assessment
Insignificant: (green)	1 (2%)	3 (7%)
Minor: (yellow)	1 (2%)	4 (10%)
Moderate: (amber)	30 (69%)	28(67%)
Major : (red)	12 (27%)	7(16%)
Severe: (black)	0	0
Total	44	42

During the first 6 months of the year 2 risks were sufficiently mitigated to be "closed". These are:

- i) "Delivery of social care is insufficient to meet increasing demand" - this is a specific risk related to the development of Marleyfield which is progressing well.
- ii) "Early Help Hub cannot deliver effective outcomes" – this has proven to

	<p>be effective during its first year of operation.</p> <p>In addition, one further risk has been closed at Q3, which is “reduction of land supply for Council housing construction”, which is now showing as Green in the current assessment.</p> <p>During the year, one risk has increased from Amber to Red: “Debt levels will rise if tenants are unable to afford to pay their rent or council tax”. This risk is described in section 1.11 below.</p> <p>Six of the initial red risks have been mitigated and reduced in significance:</p> <ul style="list-style-type: none"> - The supply of affordable housing will continue to be insufficient to meet community needs - Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery - Rate of increase of adult safeguarding referrals will outstrip current resources - Knowledge and awareness of safeguarding not sufficiently developed in all portfolios - Failure to implement safeguarding training may impact on cases not being recognised at an early stage - Impact of Additional Learning Needs reforms.
1.11	<p>The 7 major (red) risks are: -</p> <p>Priority: Supportive Council Risk: Debt levels will rise if tenants are unable to afford to pay their rent or council tax.</p> <p>Work has commenced on the identification of the impacts of Universal Credit on Council Tenants and their rent accounts. There is a team that works with tenants at the earliest opportunity on the basis that intervention at early stages allows support (if appropriate) to be identified earlier giving a more realistic chance of the rent account coming back under control and out of arrears.</p> <p>The Council now has "Trusted Partner" status with the Department for Work and Pensions and this means that processes and flow of information and payments is much more streamlined and automated. Notwithstanding this, there will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the council or directly to the tenant) are made in arrears. During 2018/19 focus is on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.</p> <p>Risk: Demand outstrips supply for residential and nursing home care bed availability.</p> <p>The expansion of Marleyfield to support the medium term development of the nursing sector continues under the direction of Programme Board. The re-phasing of Integrated Care Fund (ICF) capital to fit in with our capital programme, as been agreed by WG. Recommendations from Social & Health Care Overview and Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the council and key partners. Work streams from the Strategic Opportunity Review are continuing.</p>

A strategic review of demand and supply in light of the new capital developments is being undertaken.

Priority: Learning Council

Risk: Sustainability of funding streams.

The sustainability of grant funding for education continues to pose a significant and live risk in a number of areas:

- A lack of clarity about the funding of the Teachers' Pay Award for 2019-20 remains. Through Revenue Support Grant and the Teachers Pay Grant from Welsh Government the schools budget will be funded for 1% of the impact of the pay award implemented in September 2018. The balance of 1.2% of the pay award is a cost pressure which will have to be absorbed by schools. Further it can be assumed that there will be a Teachers' Pay Award from September 2019 which unless national funding is made available will be an additional cost pressure which will need to be absorbed by schools.
- The increase in the teachers employers pensions costs remains a significant risk. From September 2019 the employers contributions will increase from 16.48% to 23.6%. The impact of this on Flintshire schools will be £2.026m. The Chancellor announced £4.7billion nationally to cover public sector increased pension costs but at this stage there is no indication of whether there will be a consequential for Welsh Government.
- The recently announced £15m grant for schools across Wales appears to have been ring-fenced by the Cabinet Secretary for Education to support professional learning in advance of the introduction of the new curriculum, but distribution methodology and terms and conditions are not yet known.
- The MEAG (Minority Ethnic Achievement Grant) was not reinstated in full and there remains a lack of clarity about a new regional model for delivery of these services and the funding attached to them.

There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which makes them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.

Risk: Numbers of school places not matching the changing demographics.

Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.

Risk: Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets.

Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The

programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

Priority: Green Council

Risk: Funding will not be secured for priority flood alleviation schemes.

As of 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes.

A service review is intended to identify a more effective structure that can deliver the statutory duties as the SAB in addition to existing duties and powers as a Lead Local Flood Authority. To help manage these changes, no major schemes are programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. Limited work will continue where resources allow to refine existing projects and designs so that they might be considered for future grant applications and programming for delivery. In addition funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued.

Priority: Serving Council

Risk: The scale of the financial challenge

The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remained at that time. Following the receipt of the Final Settlement in December and some additional funding announcements the budget Gap at the final Stage 3 remains at £3.1m. Balancing budget options were considered by Cabinet and Council in January. Without further intervention from Welsh Government the only remaining options to balance the budget are Council Tax and a further use of reserves.

The MTFs is under review as part of the annual budget setting process for 2019/20. The risk remains red and is likely to remain so for the medium term.

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Council Plan Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.
4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Council Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraphs 1.10 and 1.11 above.

5.00	APPENDICES
5.01	Appendix 1: Council Plan 2018/19 – Quarter 3 Progress Report

6.00	SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972 List of Accessible Background Documents
6.01	<p>Council Plan 2018/19: https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Council-Plan.aspx</p> <p>Contact Officer: Karen Armstrong – Corporate Business and Communications Officer Telephone: 01352 702740 Email: karen.armstrong@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Council 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 a Council Plan.</p> <p>Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p>

Risk Likelihood and Impact Matrix							
Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Marginal	G	Y	A	A	A	R
	Negligible	G	G	Y	Y	A	A
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Likelihood & Percentage of risk happening							
<p>The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.</p>							

7.04 **CAMMS – An explanation of the report headings**

Actions

Action – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.

Lead Officer – The person responsible for updating the data on the action.

Status – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.

Start date – When the action started (usually the start of the financial year).

End date – When the action is expected to be completed.

% complete - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will not produce a % complete due to the longer-term nature of the action.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

Measures (Key Performance Indicators - KPIs)

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green).

Risks

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).

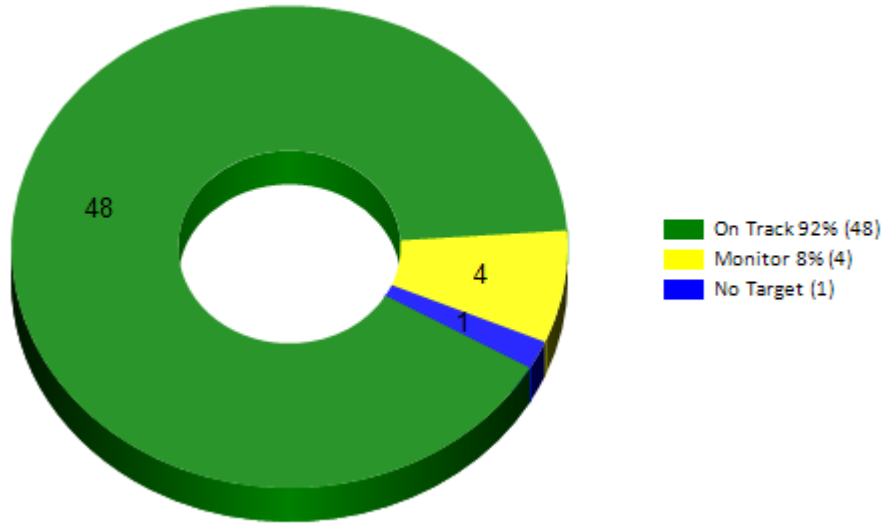
Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.

Performance Progress Report

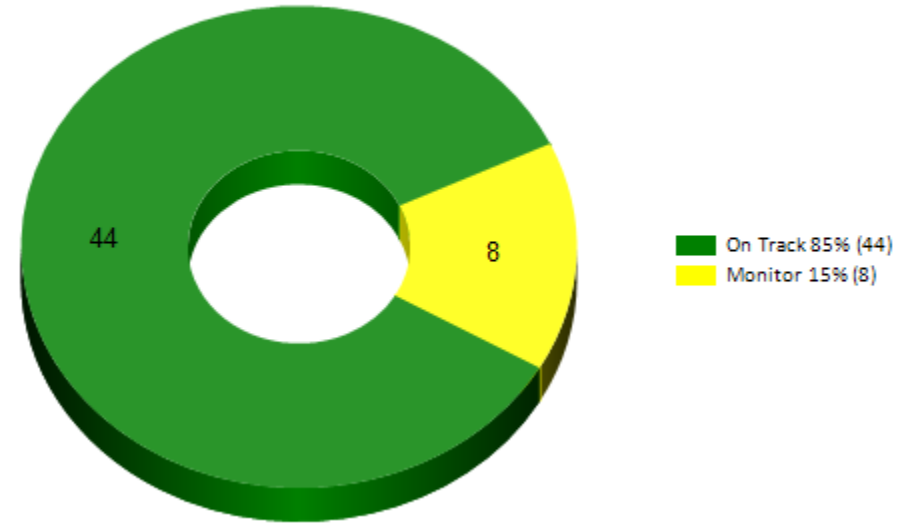
Flintshire County Council

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Action Progress RAG Status

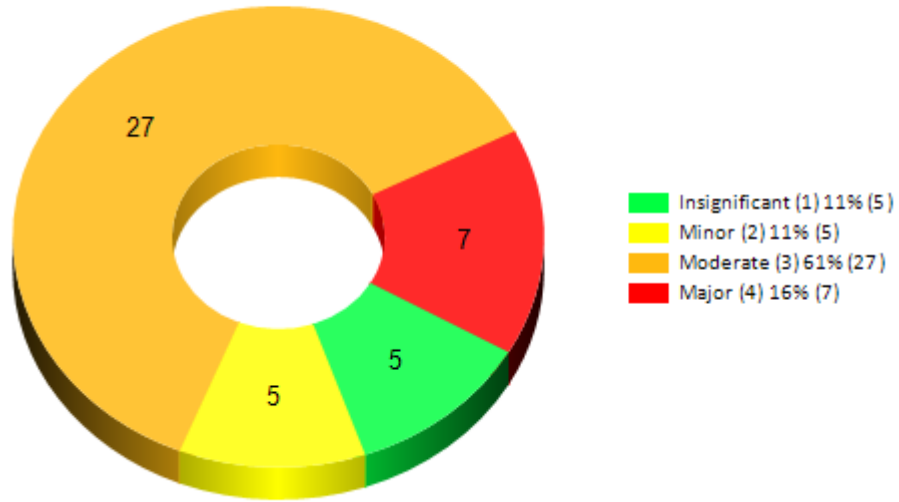


Action Outcome RAG Status





Please note: No Target (1) is an action which can only be measured at the end of year.

Current Risk Status







1 Supportive Council

Action

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work continues to deliver the Strategic Housing and Regeneration Programme. The programme has delivered 153 new Council and affordable homes at the end of Quarter 3. The next phase of the programme has been approved and will deliver a further 149 new council and affordable homes across the county. Work continues to identify suitable land within the county for further developments.</p> <p>Last Updated: 23-Jan-2019</p>							



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) Investment plan targets achieved	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All WHQS Contracts have progressed into Year 4 (2018/19) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (areas of work). The Capital Programme has now introduced new work streams which will gradually replace the Internal work streams (kitchens and bathrooms). This will comprise of roofing works, window & door replacements along with wider community works including car parking and communal footpaths. These new work streams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising areas. Currently all WHQS Contracts are on schedule to be completed before 31st March 2019 and our current expenditure and delivery key performance indicators are also on target.</p> <p>Last Updated: 23-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Address the increasing frequency of unauthorised Gypsy and Traveller encampments and improve the Council's own permanent site	Melville Evans - Senior Manager - Housing Programmes	In Progress	12-Jul-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Flintshire Gypsy and Traveller Accommodation Assessment (GTAA) 2018 update was commissioned by Flintshire County Council in the summer of 2018. The GTAA report will be</p>							

completed by March 2019. The purpose is to update the Gypsy and Traveller pitch requirements evidence base to inform the preparation of the Local Development Plan. As part of this, works are underway to identify a suitable location for a transit site within the county to address the unauthorised Gypsy and Traveller encampments. Improvements to the existing Council owned site have been identified and work undertaken to the utility blocks. Funding options are being investigated with Welsh Government to cover further improvement costs.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Jenny Prendergast - Health and Safety Team Leader	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

We have proactively undertaken work to ensure that landlords register with Rent Smart Wales and have been working with Rent Smart Wales to tackle those who are resistant to registering .



Last Updated: 11-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Welsh Government funding programme, Social Housing Grant (SHG), continues to provide funding for our Housing Association Partners to deliver 262 units. The outcome of the programme will be the delivery of a mix of social rented properties to meet general housing needs, supported housing and intermediate purchase products. Work is being undertaken to engage with owners of empty properties to bring 70 units back into use. Planning policy requirements are being negotiated on a site by site basis and continue to deliver affordable homes and affordable ownership properties on market led residential developments.



Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

To date we have rehoused 35 people from vulnerable groups into appropriate housing. We have also implemented a strategic acquisition policy which enables us to acquire units where they meet a specific need including larger families.

Last Updated: 29-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Personal budgeting support is provided to Flintshire residents via the Welfare Reform response team. The team deal with referrals from the Council and from external agencies or organisations such as Citizens Advice and Job Centres. The team also provide advice and support relating to discretionary housing payments for people who are struggling to meet their rental payments. Ongoing referrals to other agencies or organisations is sometimes necessary depending on the specialist advice or support the customer may require.

Last Updated: 23-Jan-2019



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Working collaboratively to minimise Universal Credit (UC) Risks	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Cross organisation and cross sector meeting are held regularly to review progress with actions, raise issues and identify solutions. Where issues are based around the national model, there is a process in place to escalate, track progress and disseminate solutions or work arounds as and when received.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 .Develop skills programmes and delivery mechanisms for North Wales Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Growth Vision for North Wales emphasises the importance of skills to meet the needs of the economy and facilitate growth. The Regional Skills Partnership (RSP) is tasked with identifying skills needs and steering learning provision. The RSP has now also been tasked with overseeing the employability work streams of the Growth Vision - the Information and Advice Gateway and the Employability Pathway. These are currently under development. The Economic Ambition Board has received confirmation of funding from UK and Welsh Governments in the region of £240m which will include skills capital projects.



Last Updated: 10-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council is delivering the Warm Homes Fund programme in partnership with Warm Wales and Care and Repair. The programme will deliver energy efficient heating system to a minimum of 300 households and energy advice to 3,000 properties. In addition, the Council is delivering a gradual programme of replacing older boilers in its own stock with more energy efficient models. The Council is currently developing the next phase of gas infill project with Wales and West Utilities to extend the gas main network to properties in Ffynnongroyw. If approved this will enable householders to access more cost-efficient heating systems. The Council is also working closely with providers for the ECO (Energy Company Obligation), Nest and Arbed funding programmes. This will maximise benefit to Flintshire from these programmes and to ensure that the programmes, although managed independently, are delivered coherently in Flintshire and that support is co-ordinated for the benefit of each individual householder.



Last Updated: 23-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Expand and support the care sector to enable people to live well and have a good quality of life	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The 32 bed expansion of Marleyfield Care Home is in the design phase, with a planned operational date of mid-2021. Hwb Cylfe, the planned replacement for Glanrafon Day Centre for people with a learning disability, is in the construction phase following confirmation of a £4m capital investment, and is well on track to open in Spring 2019. The fourth Extra Care facility in Holywell is in the construction phase, with an expected operational date of 2021. We are progressing the roll out for domiciliary and nursing care. The regional framework for Domiciliary Care is now in place; some new providers have come on board, and we are working regionally to reopen the framework to increase numbers further. We are developing support materials and training for residential providers who are working towards silver and gold accreditation. We have completed a review of the domiciliary care sector in Flintshire with regard to recruitment and retention to gain an understanding of the issues faced by providers. Alongside this, we are in the initial phases of reviewing demand management, particularly with regard to domiciliary care.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The review of double handed care (2 staff attending each call) is continuing. Creative solutions are being found as an alternative to traditional domiciliary care; these solutions are efficient and cost effective, and support a culture of control & self-determination, whilst freeing up domiciliary care hours to be utilised for people in critical need. The new 37 hour post in partnership with Flintshire Local Voluntary council (FLVC) has been recruited in the Single Point of Access to support social prescribing, linking to GPs in the community. The business case for Glan y Morfa has been agreed and Welsh Government are supporting with funding from the Integrated Care Fund. The refurbishment programme has commenced. This facility will provide a step-down for people with a physical disability, who are ready for discharge but not ready to go home.



Last Updated: 09-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Flintshire's Corporate Parenting Strategy: 'Looking After You' has been published. The Strategy sets out our commitments to children and young people for 2018-2023. The Strategy was supported by a Workshop in September 2018 for elected members setting out their responsibilities, and role, as a Corporate Parent. Significant progress has taken place culminating in an initial draft of our local Placement Strategy for enhancing local placements. This builds on successful local market facilitation with independent and 3rd sector providers. A regional 'Meet the Provider' event took place to share local and regional placement needs. Placement stability for looked after children has improved from 9.3% last year to 8.8% by Quarter 3 of this year.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Develop and integrate services for carers with our commissioned providers	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Carers Services continue to progress and develop, adapting to the changing needs of carers when they present. Flintshire has continued to work closely and proactively with our Carers Services reviewing our working practices and partnerships regularly via the Carers Strategy Group. Success of the group is reflected by its consistently high levels of productivity and regular attendance by all partners. The Strategy Group over the past 6 months has been working with regional partners to develop a North Wales Strategy for Carers Services and are at present reviewing the proposed monitoring tool for this strategy. This Strategy aims to further embed the Social Services and Wellbeing (Wales) Act and create more consistency in service provision across the regions and across health and social services. As an Authority Flintshire has a number of Carers Services that provide a wide range of provision, which continue to meet performance expectations and targets over the last quarter. Flintshire's Young Carers Services continues to be delivered by Barnardo's in Flintshire who continue to deliver high quality support to a number of Young Carers. This contract is due to come to an end and as a result Flintshire has begun a review of this service in order to ensure quality of provision and future service delivery is fully considered and assured moving forward.

Last Updated: 29-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Embed the long term use of integrated Care Fund (ICF) to meet local needs and demands	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Partners in Flintshire have continued to maximise the use of the extended Integrated Care Fund (ICF) programme to meet the priorities of Flintshire residents. The re-phasing of agreed

ICF capital funding has been agreed to fit with our capital programme, and Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. Examples of the work funded by ICF to support people with dementia includes increasing support offered to care homes to continue through the Progress for Providers Framework and extending that work into the domiciliary care sector, and reviewing the support offered to people with early onset dementia.



Last Updated: 23-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. In Quarter 3, 309 families accessed the Hub and were provided with information and / or support. This brings the total throughput for the first nine months to 945, well above our target for the year of 800 families.



Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Working with the new Wales Programme to recognise Adverse Childhood Experiences	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The police are developing a joint agency project to deliver an Adverse Childhood Experiences (ACE) informed approach to community policing. The EAT (Early Action Together) project focuses on the role of the police in navigating families to community and social support to address their needs. Flintshire is working with the EAT project to bring a co-ordinated approach to responding to ACEs and developing the awareness, skills and competencies of public sector staff. A substantial training programme commenced in December 2018 to train front line police on ACE's, what this means for their work and the families they interact with. This training is aimed at ensuring a more holistic approach to policing vulnerability and ensuring that families in need of help are identified and supported to access this.



Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 All Council portfolios to understand and act on their responsibilities to address safeguarding	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Corporate e-learning safeguarding package has been updated and is now available through Learning Pool. Representatives of Corporate Safeguarding Panel are in discussions with Theatr Clwyd to develop a drama based learning programme which will be delivered to all portfolio areas in 2019/20. Corporate Safeguarding Panel now has representation from the North Wales Modern Slavery Group who attend regularly and provide a link to the activity.

Last Updated: 24-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Flintshire County Council continues to work alongside the Regional Domestic Abuse and Sexual Violence Board. A joint strategy is now in place for North Wales, which is included on the website. Regional structures are now in the process of being formed through the establishment of a Joint Commissioning Board and a Training Group. Corporate Training are leading on the delivery of the e-learning module.

Last Updated: 24-Jan-2019

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.4M04 Increasing the total number of properties managed by NEW Homes	No Data	127	148	 AMBER	N/A	127	148	 GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: Denise Naylor - Housing Programmes Support Manager

Progress Comment: Work has began at the development sites at Llys Dewi, Penyffordd and Maes Gwern, Mold . The developments at Nant y Gro, Gronant and Dobshill will begin in 2019. Completion of the developments will add a further 39 new homes to the NEW Homes portfolio. NEW Homes has also acquired 3 new properties at St Mary's Park, Northop Hall.

Last Updated: 29-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	76.6	88.48	75	 GREEN	↑	88.48	75	 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Jenny Prendergast - Health and Safety Team Leader

Progress Comment: Ongoing proactive and reactive work with landlords is being taken to ensure registration and compliance with Rent Smart Wales .

Last Updated: 29-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	100	 GREEN	↔	100	100	 GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Jenny Prendergast - Health and Safety Team Leader



Progress Comment: All complaints about substandard housing conditions were investigated. 155 service requests dealt with.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	100	 GREEN	↔	100	100	 GREEN
<p>Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy Reporting Officer: Jenny Prendergast - Health and Safety Team Leader Progress Comment: All complaints about substandard housing conditions were investigated. 155 service requests dealt with.</p> <p>Last Updated: 11-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.3M03 Number of affordable housing on all applicable applications for residential development	N/A	44	N/A	N/A	N/A	161	0	N/A
<p>Lead Officer: Lynne Fensome - Management and Support Manager Reporting Officer: Daniel McVey - Planning Officer Progress Comment: Planning officers continue to assess the need for an affordable housing element on all new housing development applications and apply the relevant criteria from the Councils affordable housing policy. By applying the criteria we can calculate the affordable housing contribution required from the developer.</p> <p>Last Updated: 23-Jan-2019</p>								

KPI Title	Pre. Year	Period	Period	Perf. RAG	Perf.	YTD Actual	YTD Target	Outcome RAG
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	Period Actual	Actual	Target		Indicator Trend			
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	309.11	322.63	247		↓	308.77	247	

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Joseph Muxlow - Regeneration Programme Lead
Progress Comment: A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence. This area of performance has required improvement for a number of years. As a result a DFG review board has been established which meets monthly to review progress towards implementing improvements to processes and controls. One improvement area has been the launch of a new contractor framework for the delivery of the DFG's which has started to show a reduction in the number of days taken to deliver DFGs. In 2017/18 DFG works were suspended due to budgetary constraints with outstanding works being completed this year. This has impacted on the overall performance for the service as these cases were on hold for as long as 4 months. Overall performance is affected by these older cases from 2017/18, which is bringing down the figures when compared with the current year cases that are being delivered using the improved processes. This is evidenced as follows:

- 5 adaptations delivered in Q3 were 17/18 legacy cases and averaged 397 days
- 3 adaptations delivered from 18/19 claims and using the new approach averaged 198 days

Once the backlog of legacy cases has been completed during the remainder of this year, 2019/20 performance should show a marked improvement.



Last Updated: 29-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	15.3	20.48	20		↓	22.15	20	

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment
Progress Comment: There has been an issue with attendance and vacancies within the service and although there has been some improvement since quarter two, the target of 20 days has not been reached. During the end of the quarter the attendance has improved and training for new employees in on going so an improvement in quarter four into target area is expected



Last Updated: 29-Jan-2019

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	7.4	9.38	8	 AMBER	↓	9.38	8	 GREEN
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment Progress Comment: Processing times have improved since quarter two, however the target of 8 days has not been achieved. Towards the end of this quarter the attendance within the team has improved and training for new employees is on going.</p> <p>Last Updated: 28-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	352257.53	685486.82	375000	 GREEN	↑	1716798.88	1125000	 GREEN
<p>Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets Reporting Officer: Jen Griffiths - Benefits Manager Progress Comment: Income gains for Flintshire residents are via a combined effort of Supporting People teams; Citizens Advice Flintshire and Macmillan funded posts in Wrexham County Borough Council.</p> <p>Last Updated: 15-Jan-2019</p>								



KPI Title	Pre. Year	Period	Period	Perf. RAG	Perf.	YTD Actual	YTD Target	Outcome RAG
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	Period Actual	Actual	Target		Indicator Trend			
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	74.73	70.97	89		↓	78.47	89	

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets
Reporting Officer: Jenni Griffith - Flintshire Connects Manager
Progress Comment: The Housing Solutions Service achieved 70.97% successful outcomes this quarter. The year to date percentage is 78.47%. Whilst this is below the target set at 89% it is within the variance set. There continue to be significant challenges for homeless prevention. Welfare reform changes and the availability of suitable properties within the private rented sector has limited the options available for customers. The service is continuing to develop new and innovative working practices to assist with early intervention and prevention of homelessness.



Last Updated: 29-Jan-2019



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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.2M02 The number of people on Universal Credit (UC) that have received personal budgeting support	111	105	157		↓	536	468	

Lead Officer: Jen Griffiths - Benefits Manager
Reporting Officer: Dawn Barnes - Training Officer
Progress Comment: There has been a reduction in people making a new claim for Universal Credit which has led to a reduction in referrals for budgeting support.

Last Updated: 03-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.3M03 The number of people on Universal Credit (UC) that have received digital support	701	122	95	 GREEN	↓	539	283	 GREEN
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Dawn Barnes - Training Officer Progress Comment: There is a continued high demand for access to Assisted Digital Support for Universal Credit customers.</p> <p>Last Updated: 19-Dec-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
PP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	179	96	125	 AMBER	↓	350	375	 GREEN
<p>Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy Reporting Officer: Sharon Jones - Communities For work Progress Comment: 96 Clients between Communities For Work (CFW) & Communities For Work Plus (CFW+) have registered for the programme,. All have support from a mentor. End November / December is notoriously a quiet month. We have fewer clients through Job clubs / Drop ins especially December. Also between 20th December and 7th January there are no job clubs or drop in sessions, so the number of clients enrolling onto the programme and completing a course would be limited.</p> <p>Last Updated: 29-Jan-2019</p>								

KPI Title	Pre. Year Period	Period Actual	Period Target	Perf. RAG	Perf. Indicator	YTD Actual	YTD Target	Outcome RAG
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	Actual				Trend			
IP1.3.4.1M01 The number of people receiving advice and support to enable reductions in tariffs	N/A	186	137.5		N/A	583	412.5	

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Progress Comment: Provided advice for Warm Homes Fund and Healthy Homes Healthy People (HHHP) clients, started Arbed engagement in Penyffordd
 Last Updated: 29-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.2M02 The number of private sector homes receiving efficiency measures	25	107	25		↑	229	75	



Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Progress Comment: A combination of Warm Homes Fund and Affordable Warmth installs including boilers plus a focus on the supply of lighting upgrades and monitors
 Last Updated: 29-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.3M03 The number of Council homes receiving energy efficiency measures	15	22	25		↑	119	75	

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy
Reporting Officer: Shelley Webber - Energy Project Coordinator
Progress Comment: During quarter 3 19 Boilers/Air Source Heat Pump installs for council stock and 3 Loft insulation were carried out.
 Last Updated: 29-Jan-2019



KPI Title	Pre. Year	Period	Period	Perf. RAG	Perf.	YTD Actual	YTD Target	Outcome RAG
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	Period Actual	Actual	Target		Indicator Trend			
IP1.4.1.1M01 Number of in house locality teams working towards Bronze standard in Progress for Providers of domiciliary care	N/A	3	0.75		N/A	3	0.75	
Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: We have three in house domiciliary care providers working on the bronze standard for Progress for Providers Last Updated: 07-Jan-2019								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.2M02 Number of independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care	N/A	1	1		N/A	1	1	
Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: One independent sector provider is currently working towards Bronze accreditation. Last Updated: 11-Jan-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	26	27	26		↑	27	26	
Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The number of care homes in Flintshire remains static since quarter two when one independent provider reopened a home offering residential care in Flintshire. Last Updated: 29-Jan-2019								

KPI Title	Pre. Year	Period	Period	Perf. RAG	Perf.	YTD Actual	YTD Target	Outcome RAG
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	Period Actual	Actual	Target		Indicator Trend			
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	96.04	95	95		↓	95	95	
Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Care home occupancy remains high and static. Last Updated: 11-Jan-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.2.2M02 The percentage of the relevant workforce to have received training in Regulation and Inspection of Social Care (Wales) Act (RISCA)	N/A	75	50		N/A	75	50	
Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: RISCA training is ongoing and we are on track to deliver to the relevant workforce by the end of this year. Last Updated: 11-Jan-2019								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	6.17	4.17	10		↑	8.75	10	
Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: So far this year, 8.75% of children looked after have moved more than twice. This included planned placement moves in accordance with the child's plan. Last Updated: 29-Jan-2019								

KPI Title	Pre. Year	Period	Period	Perf. RAG	Perf.	YTD Actual	YTD Target	Outcome RAG
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	Period Actual	Actual	Target		Indicator Trend			
IP1.4.3.3M03 Percentage of looked after children with a timely health assessment	N/A	65.38	81		N/A	69.06	81	

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: The performance at Q3 (65.38%) is below the period target (81%), however there have been significant improvements since April, with the looked after nurse regularly attending team meetings and managing the assessment appointments. BCUHB have increased the availability of appointments per month to 6 slots and recruited 2 trainee doctors to assist with Health assessments from October 2018. The performance trend for the year to date shows a 27% improvement on last year's performance, with 69.06% of children looked after having a timely health assessment, as compared to 54.6% last year. Despite these improvements we are still unlikely to meet this year's target.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.1.1M01 Number of adult carers identified.	299	371	225		↑	1051	675	



Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Progress Comment: Over the 9 month period we have already exceeded the total for last year; however, this is in part due to improvements in our data collection processes.



Last Updated: 11-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	1.36	0.66	1.89		↑	1.98	1.89	

Lead Officer: Neil Ayling - Chief Officer - Social Services
Reporting Officer: Jacque Slee - Team Manager Performance
Aspirational Target: 1.78
Progress Comment: A further nine delays in Quarter 3 mean that we will not meet our annual target. Social Services and BCUHB managers continue to work together to reduce delays wherever possible.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in “no further action”.	34	17.2	30	 GREEN	↑	17.2	30	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Aspirational Target: 30.00 Progress Comment: Reasons for no further action include a change in need or circumstances, Child Protection threshold not met, or case signposted to other services.</p> <p>Last Updated: 16-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.2M02 The number of families receiving information and support through the Early Help Hub	No Data	309	200	 GREEN	N/A	985	600	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: The throughput of the Early Help Hub continues to be high.</p> <p>Last Updated: 11-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework	1.34	36.4	45	 GREEN	↑	36.42	45	 AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner

Reporting Officer: Heather Johnson - Corporate Training Officer

Aspirational Target: 50.00

Progress Comment: 36.4% of employees have completed this training which is provided via a standardised e-learning package. This is against a target of 45% for the year. The percentage completion is improving given the delay in accessing the module from WG. In addition, a significant proportion of the workforce have limited if any work-based IT access so alternative methods of delivering the training are being explored.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	844	2068	N/A	N/A	↑	3803	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Sian Jones - Public Protection Manager - Community and Business

Aspirational Target:

Progress Comment: This is the overall figure for reported incidents of domestic abuse and sexual violence received by North Wales Police. Consistent with previous quarters, the levels of domestic abuse incidents far exceeds levels of sexual violence.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.3M03 The number of domestic abuse incidents reported to North Wales Police	747	1697	N/A	N/A	↑	3172	0	N/A

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Sian Jones - Public Protection Manager - Community and Business

Progress Comment: With a national focus on crime recording integrity, in April 2018 changes were made in the recording of victim based crime, which have had a particular impact on domestic related offences. As a result, reports of Domestic Crime being identified in Flintshire continue to increase. This trend is in evidence across the force area.

Last Updated: 10-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.4M04 The number of incidents of sexual assaults reported to North Wales Police	97	371	N/A	N/A	↑	631	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager



Reporting Officer: Sian Jones - Public Protection Manager - Community and Business

Progress Comment: The recorded levels of Sexual Offences in Flintshire remain relatively stable for Q3 2018/19. It should be noted that there can be significant fluctuations in reported offences from week to week, partly due to reporting of historic offences.

Last Updated: 10-Jan-2019

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Jenni Griffith - Flintshire Connects Manager	Lesley Bassett - Housing Strategy Manager				Open

Potential Effect: Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.

Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.

Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Additional funding has been granted to develop landlord incentives within the private rented sector and also to consider alternatives to rough sleeping.

Last Updated: 18-Jan-2019

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open




Potential Effect: i) Increase in homelessness
ii) Increased pressure on the Housing Options Team
iii) Increase in people sleeping rough

Management Controls: A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes.

Progress Comment: This will always be a risk due to changes in housing demand and a lack of supply both in terms of the quantity and type of affordable homes provided. Over the past year the Welfare Reform policies have also impacted on the type of affordable housing required due to benefit restrictions. The Council aims to mitigate the risk through:

1. Informing the type and size of all of the new builds (Council and RSLs)
2. Informing the type, tenure and size of affordable housing provision through market led schemes.

Last Updated: 18-Jan-2019




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Commissioning Officer				Open

Potential Effect: Increased homelessness

Management Controls: Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms

Progress Comment: Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation. The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce a shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.

Last Updated: 23-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for council housing construction	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Closed

Potential Effect: i) Reduction in number of units delivered

Management Controls: On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase.

Progress Comment: Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) continues to be identified and considered to support the target of 500 new social and affordable houses by 2021.

Last Updated: 23-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for council housing	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: A reduction in the construction and delivery of Council houses</p> <p>Management Controls: i) submit application to Welsh Government for increase in borrowing cap relating to specific schemes. ii) Lobby WG to remove borrowing limits following removal in England iii) seek increase in borrowing cap with the UK Government through the Growth Deal</p> <p>Progress Comment: WG announced in November 2018 they would be discontinuing the Housing Revenue Account (HRA) Borrowing Cap. The Council is currently reviewing how this will impact upon its ability to build new Council properties.</p> <p>Last Updated: 29-Jan-2019</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Niall Waller - Service Manager - Enterprise and Regeneration		Amber	Amber	↔	Open
<p>Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p>Management Controls: i) Monitoring and management of adaptation cases. ii) Ongoing process review. iii) Continually seek ways to further increase cost-efficiency iv) Increase in budget allocation to meet demand</p> <p>Progress Comment: The performance on DFG timescales has been an area of challenge over time and a management board has been established to improve and monitor progress. The budget for the programme is currently on track. Improvements in timeliness have been noted with the implementation of a new process.</p> <p>Last Updated: 29-Jan-2019</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Niall Waller - Service Manager - Enterprise and Regeneration	Melville Evans - Senior Manager - Housing Programmes	Amber	Amber	↔	Open
<p>Potential Effect: Customers will wait longer to receive adaptation work in their homes</p> <p>Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.</p> <p>Progress Comment: All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements.</p> <p>Last Updated: 10-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon Council services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer	Amber	Amber	↔	Open
<p>Potential Effect: Potential increased in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services</p> <p>Management Controls: Welfare Reform is undoubtedly impacting services. Rent Arrears have increased and there is work on-going to identify the reason for this. Focus is now more on early identification and intervention and we have increased communication across the teams and portfolios to support this work. Council Tax Collection is under pressure and we are currently reviewing the claims process for Council Tax Reduction to make the process easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.</p> <p>Progress Comment: Work is now well underway to identify and mitigate the impacts of Universal Credit on Council Tenants and their rent accounts. Work is concentrated around early intervention which enables support to be provided to those who need it, but a harder line to be taken with those who can pay but choose not to. This provides a more realistic chance of the rent account coming back under control and out of arrears. There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the council or directly to the tenant) are made in arrears. During 2018/19 focus is on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.</p> <p>Last Updated: 23-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager		Amber	Amber	↔	Open
<p>Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p>Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.</p> <p>Progress Comment: The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services still remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.</p> <p>Last Updated: 18-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader	Amber	Red	↑	Open
<p>Potential Effect: With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.</p> <p>Management Controls: Review of procedures is being carried out to try and mitigate the impact, however, a full estimate of impact cannot yet be confirmed.</p> <p>Progress Comment: Work has commenced on the identification of the impacts of Universal Credit on Council Tenants and their rent accounts. There is a team that works with tenants at the earliest opportunity on the basis that intervention at early stages allows support (if appropriate) to be identified earlier giving a more realistic chance of the rent account coming back under control and out of arrears.</p> <p>The Council now has "Trusted Partner" status with the Department for Work and Pensions which means that processes and flow of information and payments is more streamlined and automated. Notwithstanding this, there will inevitably always be an element of cash flow arrears on accounts due to Universal Credit payments (whether direct to the council or directly to the tenant) being made in arrears.</p> <p>During 2018/19 focus has been on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.</p> <p>Last Updated: 29-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Jenni Griffith - Flintshire Connects Manager				Open
<p>Potential Effect: Local economy will suffer as people can only just afford to spend on essential items</p> <p>Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.</p> <p>Progress Comment: Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the County.</p> <p>Last Updated: 28-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Closed
<p>Potential Effect: People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.</p> <p>Management Controls: Developing the market for residential and nursing care</p> <p>Extending the opening hours for single point of access</p> <p>Implementing Community Resource Team</p> <p>Developing community resilience</p> <p>Implementing an Early Help Hub for children and families</p> <p>Progress Comment: Recommendations have been approved to explore the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector. The Single Point of Access has already extended the time the service is available from in the mornings and work is near completion to extend the closing time and introduce weekend working. The multi agency Early Help Hub for children and families is in operation. The risk has been mitigated to green and is now closed 12/07/2018.</p> <p>Last Updated: 12-Jul-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for residential and nursing home care bed availability	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Red	Red	↔	Open

Potential Effect: Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.

- Management Controls:**
- i) Working with Corporate colleagues to use capital investment to support the development of our in-house provision.
 - ii) Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector.
 - iii) Quick wins from the 'Invest to Save' Project Manager to be implemented.
 - iv) Increase bed and extra care capacity for dementia/ learning disabilities.
 - v) Develop specialist respite for Early Onset Dementia.
 - vi) Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD.
 - vii) Assist with local housing (potentially subsidised) for specified employees in social care i.e. direct care staff.
 - viii) Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.

Progress Comment: The expansion of Marleyfield to support the medium term development of the nursing sector continues under the direction of the Programme Board. The re-phasing of Integrated Care Fund (ICF) capital to fit in with the Council's capital programme has been agreed by Welsh Government. Recommendations from Social & Health Care Overview and Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the council and key partners. Workstreams from the Strategic Opportunity Review are continuing. A strategic review of demand and supply in light of the new capital developments is being undertaken.

Last Updated: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Jacque Slee - Team Manager Performance	Red	Green	↓	Open

Potential Effect: Insufficient funding to sustain medium term service delivery.




Management Controls: Seeking agreement from partners on allocation of funds to deliver medium term services

Progress Comment: The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme.




Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects.




The Chair of the North Wales Regional Partnership Board and the Chief Executive of BCUHB have created an agreement from partners on the allocation of funds to support delivery of medium term services. Confirmation in principle has been received for allocation of capital funds for Marleyfield. Following receipt of detailed correspondence from WG, the level of risk has reduced to Green.




Last Updated: 09-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Closed
<p>Potential Effect: Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.</p> <p>Management Controls: Agreed information sharing protocol in place Activity data in place and scrutinised Steering body to meet regularly to ensure that resources are being appropriately deployed</p> <p>Progress Comment: The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. During Q1 there were 455 referrals and in Q2 there were 693 meaning 1148 referrals to the Hub this financial year. This risk is now closed.</p> <p>Last Updated: 01-Nov-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.</p> <p>Management Controls: Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.</p> <p>Progress Comment: Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority. Quarter 2 and 3 data is showing an increase in Safeguarding reports, and these are being addressed within timescales. Internal Audit completed a review of the service in November; this confirmed that processes are in place for the screening and triage of safeguarding referrals. The reviewers concluded that strategy meetings are being undertaken in a timely manner.</p> <p>Last Updated: 08-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Strategic Policies Advisor	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open
<p>Potential Effect: Employees will not recognise when adults and children are at risk and will not take appropriate action.</p> <p>Management Controls: Safeguarding workshops were held during Safeguarding Week in November 2017 and in January 2018; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees. Safeguarding is also included as part of the induction process. Opportunities to deliver training through e-learning are being explored.</p> <p>Progress Comment: Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. A Safeguarding e-learning module is under development and is to be implemented during Quarter 4. Additional training is being sourced for the Safeguarding panel.</p> <p>Last Updated: 23-Jan-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Strategic Policies Advisor					Open
<p>Potential Effect: Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.</p> <p>Management Controls: Safeguarding training is included in induction programme ensuring all new employees receive training. Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.</p> <p>Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding e-learning modules are under development and will be implemented during Quarter 4. Additional training is being provided for the Corporate Safeguarding panel.</p> <p>Last Updated: 23-Jan-2019</p>						



2 Ambitious Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Government this year, including agreement of funding allocations and formal governance arrangements	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The detailed proposition document has been developed. The UK and Welsh Governments have announced funding support for the Growth Deal and further work is underway to identify which areas of work will be included.</p> <p>Last Updated: 10-Jan-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Propose that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council continues to work closely with the DEZ Board, Welsh Government, the owners of the Northern Gateway development site and potential investors to support and secure investment proposals.</p> <p>Last Updated: 10-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The initial report on the Council's Industrial Estate has now been received. Detailed consideration needs to be given to the development of strategies which either release sites for the generation of capital receipts, invest to generate increased income, and review terms on renewal or the exercising of break clauses. It is of course important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach. A more detailed approach to each estate is required and will begin to be undertaken in 2019. From this there will be series of recommendations which will seek to maximise income and minimise liability.



Last Updated: 15-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A new strategic approach to town centres has been developed and will be presented to Cabinet and Scrutiny in March 2019.

Last Updated: 10-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted regeneration investment programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Welsh Government Targeted Regeneration Investment programme is a capital programme to invest in regeneration projects. A North Wales Regeneration Plan has been developed to steer investment and has identified 4 priority settlements for the first tranche of activity based on their levels of deprivation - Rhyl, Colwyn Bay, Wrexham and Bangor. Another 8 towns will also be able to benefit in the early stages of the programme and these include Holywell and Shotton. Although resources for the programme are limited development work is underway on potential projects for inclusion.

Last Updated: 29-Jan-2019



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The initial report on the Councils Industrial Estate has now been received. Detailed consideration needs to be given to the development of strategies which either release sites for the generation of capital receipts, invest to generate increased income, and review terms on renewal or the exercising of break clauses. It is of course important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach. A more detailed approach to each estate is required and will begin to be undertaken in 2019. From this there will be series of recommendations which will seek to maximise income and minimise liability.



Last Updated: 15-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A new strategic approach to town centres has been developed and will be presented to Cabinet and Scrutiny in March 2019.



Last Updated: 10-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted regeneration investment programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Welsh Government Targeted Regeneration Investment programme is a capital programme to invest in regeneration projects. A North Wales Regeneration Plan has been developed to steer investment and has identified 4 priority settlements for the first tranche of activity based on their levels of deprivation - Rhyl, Colwyn Bay, Wrexham and Bangor. Another 8 towns will also be able to benefit in the early stages of the programme and these include Holywell and Shotton. Although resources for the programme are limited development work is underway on potential projects for inclusion.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.7 Propose that the development of regional and local transport strategy and initiatives maximise the potential for economic benefits and improves access to employment and tourism destinations	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2018	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All current transport proposals under development form part of the wider North Wales Growth Vision which seeks to promote economic growth across the region. In the Flintshire context transport proposals focus on enabling residents to access employment opportunities to spread the benefits of economic growth.</p> <p>Last Updated: 10-Jan-2019</p>							

Performance Indicators

No KPIs available for this quarter

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Infrastructure investment does not keep pace with needs and business is lost to the economy	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p>Potential Effect: Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.</p> <p>Management Controls: i) The Council will play a leading role in regional structures promoting economic growth. ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.</p> <p>Progress Comment: The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At the local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.</p> <p>Last Updated: 10-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p>Potential Effect: Businesses feed back that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.</p> <p>Management Controls: i) The Council will continue to engage businesses and help them to access support. ii) The Council will provide opportunities for businesses to network and support one another.</p> <p>Progress Comment: The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service.</p> <p>Last Updated: 10-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open

Potential Effect: Instability in the local and regional economies would lead to reduced business investment and significant job losses.

Management Controls: Maintain an intelligence base on potential risks and mitigation measures.

Progress Comment: The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.

Last Updated: 10-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Yellow	↓	Open

Potential Effect: Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.



Management Controls: Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.

Progress Comment: The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new Joint Committee for North Wales. Negotiations with UK and Welsh Governments are progressing to plan.



Last Updated: 29-Jan-2019



3 Learning Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Provide effective learning opportunities and quality opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The methodology for reporting on pupil data has changed from 2018 in response to the Welsh Government's decision not to publish comparative data below the national average. No benchmarking data is now available. Teacher assessment data for learner outcomes in summer 2018 at Foundation Phase and Key Stage 2 are above the national average at the expected and higher than expected levels. Key Stage 3 data also confirms that Flintshire is performing well, matching but in many cases, exceeding national averages. Learner outcomes for Key Stages 4 and 5 are still provisional until December but Key Stage 4 unverified data does demonstrate that Flintshire learners are performing above the national and regional averages and that there was improvement on many indicators from 2017. Performance in mathematics and numeracy was particularly strong. Performance in English dropped by approximately 3% but this has been the subject of significant challenge across the North Wales region to Qualifications Wales because of issues with changing grade boundaries and timings of examination entries. Performance on the main indicator at Key Stage 5 also improved from 2017. Performance at the highest grades A*-A has improved at both GCSE and A level.</p> <p>Last Updated: 10-Jan-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Provide effective support to schools identified as causing concern to quickly re-establish good educational standards	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Every school has a dedicated Support Improvement Adviser (SIA) through GwE who provides the support and challenge on performance, self-evaluation and school improvement planning processes through bespoke packages. These SIAs are overseen by the 2 core lead officers from GwE for Flintshire who report regularly to the Chief Officer/Senior Manager for School Improvement(CO/SMSI). Support plans for schools causing concern are regularly reviewed and appropriate interventions identified. Progress against these plans are then discussed with the CO/SMSI and regularly reported on through the Local Quality Board which includes the Cabinet Member and Chair of Scrutiny. Schools in the more serious categories of concern are subject to the LA's School Performance Monitoring Group and are reviewed a minimum of twice a year and the panel includes a number of elected members. In the most serious cases of concern, the LA has used its statutory powers of intervention to effect change e.g. introduction of Interim Executive Boards, leadership solutions. As a result, the number of schools in the LA in categories of serious concern have reduced from 3 to 1 and the number of schools in Estyn Review are low - just 2.</p> <p>Last Updated: 10-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Prepare for national reforms on curriculum and inclusion	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Officers are working in collaboration with Welsh Government and the regional school improvement service GwE to prepare for the curriculum and inclusion reforms. A local action plan is in development alongside a regional transformation plan focusing on the implementation of the Additional Learning Needs and Education Tribunal (ALNET) Act 2018 which will map out the key actions needed to ensure the local authority and its schools are prepared for the implementation in 2020. Awareness raising sessions are underway with regard to the revised curriculum with a number of Flintshire schools taking on lead developmental roles as Pioneer Schools. The publication of two key draft documents is planned for this academic year namely the code of Practice for ALN (December 2018) and the proposed curriculum and assessment model (April 2019) which includes the National Approach to Professional Learning that will support the profession to meet the challenges of the new curriculum. Once these are published, planning can continue in earnest as the operational detail required will be available. Following the publication of the draft Code of Practice for ALN in December 2018, a Transformation Plan has been developed for the authority. This maps out the transformation programme for the period up to the implementation date (September 2020). Welsh Government have initiated a period of consultation around the Code and this will form a key part of the targeted activity over the Spring Term.



Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Continue substantial investment in the school estate through the School Modernisation Strategy, maximising use of Welsh Government funding streams e.g. 21st Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant and to support the Early years and Childcare Service with the WG Childcare Grant (named as Early Years Grant in previous iterations) . To continue with a programme of repairs and maintenance across Flintshire schools.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The third project of Band A is Connah's Quay High School Project (Phase 1) – Construction started on site July 2017 with the anticipated completion date December 2018. Demolition of the former John Summers High school started in April 2018 and was completed in December 2018. Penyffordd CP - Construction started on site April 2018 with anticipated completion of the new school building July 2019 (phase 1) and the remainder of external works (phase 2) anticipated to be complete during November 2019. School Modernisation - Brynford and Lixwm Area Review – In June 2018, Cabinet determined not to proceed with the proposed statutory amalgamation of the two schools. Nercwys VA and Nannerch VC governors have determined to consult with key stakeholders on federation. Consultation documents were published 23rd October 2018 and ran till 30th October 2018, governors from both schools will meet in February 2019 to consider the responses to the consultation and determine whether to proceed. 21st Century Schools Programme (Band B -2019 -2025) The Council's Strategic Outline Programme (SOP) estimated at £85.4m, has been approved by WG in principle. April 2018, Cabinet approved Connah's Quay High School project (Phase 2) prior to the start of Band B. This took advantage of the WG initiative and drew down funding prior to the start of Band B. WG Infants Class Size Grant (100% WG funded) - WG have approved the £1.3m grant for Ysgol Glan Aber, Bagillt under this funding scheme. This allows the larger £2.7m project to proceed as £997K has been approved through the Council's capital programme. WG Welsh Medium Grant (100% WG funded) – WG have approved the £3m business case for capital investment in the Ysgol Glanrafon Site. The Council's R&M programme for schools continues on an annual basis.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.5 Maintain low levels of young people/adults 'Not in Education, Employment or Training' and support opportunities for apprenticeship and employment	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2018	31-Mar-2019	85.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Multi-agency meetings continue to be held in schools to identify pupils at risk of disengagement. This has facilitated the identification and implementation of suitable interventions; a number of pilot courses are being trialled focusing on developing confidence and motivation to further increase the range of provision available. In addition to this a pilot pre-vocational course for KS4 learners is being trialled in partnership with Coleg Cambria. This offers an accredited Catering & Hospitality course in conjunction with core GCSEs. Through the regular monitoring meetings, learners in need of support for transition into further education are being identified and the Summer intervention programmes have proved largely successful in maintaining engagement. The ADTRAC project is now live and working with 16-24 year olds who have disengaged. The programme of Adult & Community Learning opportunities across Flintshire is being reviewed and updated in response to need and the revised Welsh Government Strategy.

Last Updated: 21-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.6 Fully embed Flintshire's Youth Council to ensure that young people across the authority are involved in the evaluation and delivery of services that impact on them	Ann Roberts - Senior Manager - Integrated Youth Provision	In Progress	01-Apr-2018	31-Mar-2019	60.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Flintshire Youth Council has been recruited to with consideration of diversity of the membership. Young people volunteer to engage. Two meetings with the political leadership have taken place. The members have appointed shadowing roles. The group is already being very active and proactive e.g. in offering views and being a critical friend to Chief Officers with responsibility for producing inspection self-assessments or policy. The Chief Executive is planning to work with the Youth Council to give consideration to the voting age agenda. Excellent and meaningful progress to date.

Last Updated: 19-Dec-2018



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.2.1.1 Increase the number of apprenticeships which result in a positive outcome	Sharon Carney - Lead HR Business Partner	Not Started	01-Apr-2018	31-Mar-2019	N/A	N/A	N/A

ACTION PROGRESS COMMENTS:

Measured at the end of the year.



Last Updated: 08-Nov-2018



Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.2.1 M01 The number of schools in an Estyn statutory category of concern	3	1	1	 GREEN	↑	1	1	 GREEN
<p>Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems Reporting Officer: Claire Homard - Senior Manager - School Improvement Aspirational Target: 1.00 Progress Comment: Currently have only 1 school in an Estyn statutory category of concern, down from 3 last year.</p> <p>Last Updated: 21-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.1 M01 All schools to have completed their initial assessment of readiness for the new curriculum by 1st October 2018 on the G6 dashboard	No Data	No Data	100	N/A	N/A	No Data	100	N/A
<p>Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems Reporting Officer: Claire Homard - Senior Manager - School Improvement Aspirational Target: Progress Comment: Currently unable to comment as dependant on details available on GwE database and as yet unable to access.</p> <p>Last Updated: 29-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.2 M02 All schools to have eliminated any red indicators against their readiness for the new curriculum by 31st March 2019 on the G6 dashboard	No Data	No Data	100	N/A	N/A	No Data	100	N/A
<p>Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems Reporting Officer: Claire Homard - Senior Manager - School Improvement Aspirational Target: Progress Comment: Currently unable to comment as dependant on details available on GwE database and as yet unable to access.</p> <p>Last Updated: 29-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.5.2 M02 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	53	54	53	 GREEN	↑	54	53	 GREEN
<p>Lead Officer: James Warr - Operations Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: 80.00 Progress Comment: The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. Those who are above statutory school age should be undertaking at least 16 hours per week of education, training or employment. 6 young people completed Agored vocational qualifications in health and safety, first aid and construction skills. The Education Coordinator seconded to the Youth justice Service supports young people back into further education, by maintaining close links with local colleges and other training providers. Education remains a key priority for the service as it is seen as a strong desistance factor in offending and re-offending..</p> <p>Last Updated: 18-Dec-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.6.1 M01 Number of new pupils engaging with the TRAC programme	No Data	125	120	 GREEN	N/A	125	120	 GREEN

Lead Officer: Ann Roberts - Senior Manager - Integrated Youth Provision

Reporting Officer: Jeanette Rock - Senior Manager - Inclusion and Progression

Aspirational Target:

Progress Comment: The target number of pupils engaging with TRAC has been exceeded for the quarter. This is due to factors such as the team being fully staffed and the promotion of the programme on offer through a range of multi-agency forums .

Last Updated: 29-Jan-2019

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for	Vicky Barlow - Senior	Jeanette Rock - Senior				Open

improvement and external support	Manager - School Improvement Systems	Manager - Inclusion and Progression	Amber	Yellow	↓	
<p>Potential Effect: Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p>Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE</p> <p>Progress Comment: Monitoring processes indicate that all schools have engaged appropriately with their Support Improvement Advisers during the first quarter of the year and are accessing support to implement their improvement plans. Evidence through pupil outcome data shows that improvement plans are being effective in most areas with Flintshire schools performance above national averages in nearly all key indicators across all phases. 2 targeted schools who are in category of Estyn Review have made strong progress and the LA is recommending to Estyn that they be removed from follow up - Estyn confirmation pending.</p> <p>Last Updated: 21-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression	Amber	Yellow	↓	Open
<p>Potential Effect: Reduced stakeholder confidence in Education services. Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p>Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels. School Governor development programme. Schools collaborate and federate Bespoke Leadership development programme in place for schools through the Regional School Improvement Service - for current and aspiring leaders at all levels.</p> <p>Progress Comment: The number of schools in statutory categories has reduced. We do not have any issues with schools failing to engage with GwE in relation to their support priorities. Flintshire has one of the highest take ups on the professional development programme around middle leadership and National Professional Qualification for Headship securing leaders for the future – whilst secondary Headteachers have reported anecdotally that staff don't want to take the roles on in schools in some subjects, there is no school where a lack of capacity, particularly in core subjects is putting the school's performance at risk.</p> <p>Last Updated: 29-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Senior Manager - Inclusion and Progression	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Amber	↓	Open
<p>Potential Effect: Schools and the Local Authority are unable to meet the requirements placed on them by the forthcoming Additional Learning Needs and Education Tribunal (Wales)</p>						

Bill resulting in the need for additional resource in terms of specialist services and provision.

Management Controls: Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response.

Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Local Authority Officers ahead of the implementation of the Bill.

Progress Comment: The Bill received Royal Assent in January 2018 and became the Additional Learning Needs and Education Tribunal (Wales) Act 2018. The implementation date has been revised to September 2020, with 2019 being the publication date for the draft Code of Practice. An audit tool has been generated for local authorities to complete; this will give greater insight into the risks posed by the Act across the intervening two year period prior to implementation in 2020. The audit tool has been completed and this highlighted the need for a Lead officer to be allocated within the Local Authority. This action has been completed, supported by access to Welsh Government Transformation Funding.

A Transition Action Plan for Flintshire will now be developed to ensure that a comprehensive transformation programme is developed in conjunction with the regional plan for North Wales.

The draft Code of Practice has now been published. Officers are in the process of reading the document and identifying the implications for schools and the authority. These will be collated and shared via Committee reports.

Last Updated: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Vicky Barlow - Senior Manager - School Improvement Systems	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open

Potential Effect: Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.

Management Controls: Encourage links between schools and local companies. Develop initiatives both locally and regionally to reduce the gap between young peoples' aspirations and the labour market, especially in Science, Technology, Engineering & Maths (STEM) topics and enterprise.

Progress Comment: In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools. In addition, learning provision is guided by the Regional Skills Strategy which sets out the needs of the economy.

Last Updated: 10-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Vicky Barlow - Senior Manager - School Improvement Systems	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red	↔	Open

Potential Effect: Reduced capacity to deliver targeted support to schools.

Management Controls: Intelligence on grant regime

Progress Comment: The sustainability of grant funding for education continues to pose a significant and live risk in a number of areas:

A lack of clarity about the funding of the Teachers' Pay Award for 2019-20 remains. Through RSG and the Teachers Pay Grant from Welsh Government the schools budget will be funded for 1% of the impact of the pay award implemented in September 2018. The balance of 1.2% of the pay award is a cost pressure which will have to be absorbed by schools. Further it can be assumed that there will be a Teachers' Pay Award from September 2019 which unless national funding is made available will be an additional cost pressure which will need to be absorbed by schools.

The increase in the teachers' employers' pensions costs remains a significant risk. From September 2019 the employers' contributions will increase from 16.48% to 23.6%. The impact of this on Flintshire schools will be £2.026m. The Chancellor announced £4.7 billion nationally to cover public sector increased pension costs but at this stage there is no indication of whether there will be a consequential for Welsh Government.

The recently announced £15m grant for schools across Wales appears to have been ring-fenced by the Cabinet Secretary for Education to support professional learning in advance of the introduction of the new curriculum, but distribution methodology and terms and conditions are not yet known.

The MEAG (Minority Ethnic Achievement Grant) was not reinstated in full and there remains a lack of clarity about a new regional model for delivery of these services and the funding attached to them.

There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which makes them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.

Last Updated: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Numbers of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red	↔	Open

Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate


Management Controls: Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure

Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.

Last Updated: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red	↔	Open

Potential Effect: The fabric of Education and Youth buildings will continue to decline



Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, implementation of Band A and Band B 21st Century Schools programmes and any other external funding which becomes available.

Progress Comment: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.



Last Updated: 23-Jan-2019

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: A Government Environment and Sustainable Delivery Grant of £ 115,518 for the year has enabled completion of projects to enable delivery of the Flintshire Greenspace Strategy, improve greenspace facilities. Community engagement through arts which encourage access and enjoyment of our natural environment and delivery of the well being goals. Key projects include footpath improvements and arts events involving local children and community groups. All projects have actively encouraged community involvement and have been supported fully by volunteers who have contributed significantly to the success of the projects. Volunteers have contributed to the evidence base for the submission of the first six month funding report and claim to Welsh Government. Planned projects will ensure that funding is on track and will be delivered in full within the year. This is particularly important given the change to a competitive funding environment for 2019/20 for the new Enabling Natural resources and Wellbeing of Wales grant that may impact on available funding to deliver our very successful programme of activities.</p> <p>Last Updated: 29-Jan-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Gabrielle Povey - Recycling and Compliance Officer	In Progress	01-Apr-2017	31-Mar-2019	68.00%	GREEN	GREEN
<p>ACTION PROGRESS COMMENTS: We are currently on target for year end. The performance has been achieved through education and awareness programme to promote recycling and the introduction of side waste enforcement. The side waste enforcement started in March, with 1800 awareness letters and stickers issued. The new Household Recycling Centre at Rockcliffe, Oakenholt opened, offering a modern site with no steps. There are currently over 30 recycling opportunities. The profile of the service has been raised through attendance of events and shows in the County and an increased presence on social media. Training for workforce has improved their health & safety and environmental awareness. New fleet has been introduced in the service, providing efficiencies in both the capacity of the vehicle and the fuel economy and emissions.</p> <p>Last Updated: 29-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The North Wales Combined Air Quality Progress report has been submitted to Defra for assessment before publication. However, the conclusions are that no breaches of the Air Quality standards in North Wales so there is currently no need for any Authority to undertake Detailed Assessments or declare an Air Quality Management Area (AQMA). Consequently there are no requirements for any Air Quality Action Plan. However, in the wider context referred to in other policy documents such as the Well Being of Future Generations Act etc. these address air quality issues so that Councils have an ongoing requirement to review their policies to ensure that concentrations remain below the required levels.

Last Updated: 29-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 Improve, protect and enhance the built environment	Lynne Fensome - Management and Support Manager	In Progress	01-Apr-2017	31-Oct-2019	60.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Following informal consultation with the North Wales Conservation Officers Group and CADW at the end of 2018, whilst there was general support for the strategy. Formal public and stakeholder consultation will now follow and be completed by 31st March 2019. As part of this consultees will be asked to prioritise areas for action to develop an initial action plan alongside the strategy. Staff resources have been reduced in the Built Conservation team due to a team member leaving and this will affect the ability to be more proactive in implementing the strategy, as will the lack of any capital or other funding to support its aims.

Last Updated: 29-Jan-2019

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2019	65.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Funding awarded for 2018-2019 following successful bids and all schemes underway and on track: - 1. Local Transport Fund: a) Active Travel Scheme Design £234,000 - scheme currently out to tender for design b) Access to Employment Opportunities Deeside Industrial Park (Metro) - £237,000 - works completed Zone 3 DIP c) Deeside Industrial Park - Second Avenue - active travel and bus infrastructure - £180,000 - works commenced on site and due to complete 31/03/2019 d) A548 DIP Parkway Junction - partial signalisation - £243,000 - design work completed and anticipated start on site February 2019 to be completed 31/03/2019 2. Local Transport Network Fund - Flintshire Bus Alliance & Quality Bus Partnership Scheme - £100,000 - works ongoing and due to be complete by 31/03/2019 3. Safe Routes in Communities a) Broughton Primary School, Broughton Hall Road - £260,000 - works commenced on site b) Mountain Lane County Primary School, Knowle Lane, Buckley - £205,000 - scheme currently out to tender for construction 4. Road Safety (Capital & Revenue) a) Connah's Quay Priority Routes / Route Treatment Scheme - £198,000 (capital) b) B5125 Ewloe - Broughton Route Treatment Scheme - £149,500 (capital) c) Pass Plus Cymru - £5,000 (revenue) - on track d) Kerbcraft - £25,000 (revenue) - on track e) Older Drivers - £1,500 (revenue) - on track f) National Standards Cycle Training - £59,301 (revenue) - on track 5. Active Travel Fund a) Deeside Industrial Park - Active travel and bus infrastructure on Parkway, DIP Zone 2 - £1,070,000 - works commenced on site and due to complete 31/03/2019 b) Holywell Town Centre - Phase 1 Construction of Active Travel path Greenfield Valley - £697,000 - work ongoing

Last Updated: 22-Jan-2019



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	In Progress	01-Apr-2017	31-Mar-2019	80.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Following the impact of the harsh winter weather in 2017/18 on the highway, a programme of pothole repair and patching was undertaken across the Authority. This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty. Highways asset management schemes are underway as follows: The Resurfacing programme is continuing with sites across the County. Lengths of road that have deteriorated are treated with preventative measure to renew the road surface. 21 sites have been completed by the end of December, with 5 sites remaining to be completed by the end of March 2019. Surface Dressing is a treatment to extend the life of a road where the defect on that road effect the road surface only and not the structure. All Schemes have been completed. Area Coordinators continue to carry out schedule highways safety inspection and will provide condition surveys by March 2019 to inform next years preventative maintenance programmes. Inspections of post completion works by Utility Companies will continue to be undertaken until March 2019.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Support isolated communities to develop innovative and sustainable area based transport schemes	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2019	66.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Phase 2 of the bus network review is now underway and from January 2019, funding has been withdrawn for the number 8, 22/22A and 23 bus services as part of the wider bus network review undertaken in 2018. The incumbent bus operator has subsequently undertaken to operate these services on a wholly commercial basis from this date and the subsidies have been withdrawn. The Council has also withdrawn funding for the number 14A bus service; again the operator made the decision to continue this service on a commercial basis but with a reduced timetable. Funding for the 14C has been withdrawn, and a Local Travel Arrangement (operating only where there are no commercial services) has been introduced linking the communities of Lixwm and Caerwys to Holywell to enable access for essential services such as shopping, healthcare and onward travel on the core bus network. The number 21 bus service (Buckley Town Service) has been withdrawn on 31st January 2019. Consultation with local members, Buckley Town Council and residents has been carried out and a new Local Travel Arrangement operating within the community will be introduced from 1st February 2019.

Last Updated: 29-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2017	31-Mar-2019	60.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:

The Integrated Transport Unit (ITU) has administered a transformational review of the Council's passenger transport services over the last 2 years to ensure that all routes are compliant. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetime. Work has progressed with the Procurement team to develop Proactis system as a contract management tool to monitor contractor performance, health and safety compliance, risk assessments, driver DBS (criminal records) checks, and insurance checks. Re-procurement of college transport routes (Coleg Cambria) was completed July 2018 and all college routes now form part of the DPS. A schedule for all routes to monitor compliance has been produced, further work is required during 2018/19 for mandatory training for operators, drivers, and passenger assistants.



Last Updated: 29-Jan-2019

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	35.64	81.46	90	 AMBER	↑	81.46	90	 AMBER
<p>Lead Officer: Lynne Fensome - Management and Support Manager Reporting Officer: Chris Goulden - Fleet Manager Aspirational Target: Progress Comment: In the last quarter, more Euro 4 and Euro 5 vehicles have been replaced in line with the Fleet Contract Demand Plan. We will continue to replace further vehicles over the coming months</p> <p>Last Updated: 22-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	1669	1201	1500	 AMBER	↓	4163	4500	 GREEN
<p>Lead Officer: Lynne Fensome - Management and Support Manager Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting) Aspirational Target: 6000.00 Progress Comment: The Authority is undertaking a replacement scheme of Streetlighting lanterns through the SALIX funding stream. These replace older less efficient lights with new energy efficient LED lights. The replacement program at Q3 was slightly behind schedule due to the procurement process of engaging in a new supplier contract however we are now back on target to complete within our anticipated timeframe subject to weather and traffic management availability.</p> <p>We currently have 4 installation teams installing up to 20 lanterns per day each.</p> <p>Last Updated: 29-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	65.94	69.42	66	 GREEN	↑	70.23	66	 GREEN
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Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Aspirational Target:
Progress Comment: Continued improvement at Household Recycling Centre sites since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay.
 Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.
 Fluctuating recycling markets and classification of recycling is an ongoing concern,
 Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	75.02	73.16	76	 AMBER	↓	77.37	76	 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Aspirational Target:
Progress Comment: Continue improvement at HRC since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay.
 Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.
 Fluctuating recycling markets and classification of recycling is an ongoing concern,
 Last Updated: 18-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.2.4M04 Percentage of inspections	21.49	93.13	90			87.25	90	

undertaken to ensure reinstatements meet the required standards



Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Sam Tulley - Road Space Manager

Aspirational Target:

Progress Comment: Every time a Utility company (such as Welsh Water, BT or Scottish Power) carries out roadworks on the public highway, the repairs to the road are guaranteed by the Utility Company of 2 years. We are required to inspect at least 10% of all repairs before the end of the guarantee period, but FCC inspect more than required to promote best practice and avoid future costs. Any defects identified with the Utility Company's repairs are reported back to the Utility Company to prevent the Authority being burdened with the future repair costs.

Last Updated: 07-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.3.1M01 The number of sustainable area based transport schemes developed against plan	No Data	5	4		N/A	5	4	

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager

Aspirational Target:

Progress Comment: There are currently 5 transport arrangements in place.

1. Higher Kinnerton - Broughton
2. Northop Hall - Connah's Quay
3. Penyffordd - Buckley
4. Cymau - Broughton
5. Holywell & surrounding areas

From 1st February 2019 the Penyffordd - Buckley Community Transport Service will be withdrawn but integrated with the new Local Travel Arrangement operating in Buckley.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant for school transport	85.44	97.9	90		↑	97.9	90	
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Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 326 routes (school, adult social care, local bus routes and college) have been through a compliant tendering exercise. There are approximately 7 emergency routes which need to be procured
 Last Updated: 17-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	68.92	97.3	90		↑	97.3	90	

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager
Aspirational Target:
Progress Comment: 97% of safety compliant checks have now been completed. Daily monitoring and compliance checks are taking place on site at schools and day care centres. The works were programmed over a period of time. The procurement exercise undertaken by Integrated Transport Unit (ITU) caused a delay in the compliance checks being completed the first quarter, however; after the peak period settled, resource was then available to provide the required information to carry out the checks.
 Last Updated: 17-Jan-2019

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open

Potential Effect: Income targets not met

Potential reduction could impact staffing resource to maintain service delivery

Management Controls: Raised as a pressure for 2017/18.

Progress Comment:

For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG) . Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism through the funding secured for this year. However Officers attended a WG workshop that explained the competitive nature of the process moving forward as the grant is to be removed and the broad themes that were to be followed in this competitive process. By moving to this process there is a risk that Flintshire will not receive any future funding.

The new 'Enabling Natural Resources and Well-being of Wales' grant (ENRaW) has been launched by WG and Officers have submitted an application. The risk to loss of income is still ongoing as this grant is competitive and there is currently no indication from WG if the application will be successful.

Last Updated: 24-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Sadie Waterhouse - Energy Conservation Engineer	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open

Potential Effect: Failure to meet Carbon Reduction target

Management Controls: Continue to review the availability of sites

Progress Comment: Following a workshop with Officers in Valuation and Estates and Planning, 6 potential brownfield sites have been identified as possible renewable energy generation sites. Initial feasibility assessments have been completed for these sites, including energy generation capacity, potential grid connection costs, planning constraints, ecology, land contamination, legal constraints and indicative installation costs and potential income generation. This has enabled 3 sites to be prioritised. Detailed feasibility studies have been completed including economic/financial modelling for these 3 sites with formal grid connection applications submitted to SP Energy Networks. Key next steps will be to assess the final business case once a formal grid connection offer has been received.

A high level review of the Council's agricultural estate has been completed assessing energy generation potential, acreage available and possible planning/legal constraints. Further feasibility will be completed. Potential sites for hydro power have been assessed with Wepre Brook prioritised. A detailed design has been completed and planning permission applied for. Work is ongoing with officers and Welsh Government to review and research methods of increasing the economic viability of renewable energy schemes. Increasing the income from energy sales or self supplying Council stock can negate possible increases in grid connection costs.

Last Updated: 24-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager	Red	Red	↔	Open

Potential Effect: Flooding of homes and businesses across the county. Potential homelessness

Management Controls: Review our approach to funding capital projects

Progress Comment: Measure 10 of Flintshire's Local Risk Management Strategy is to "identify projects and programmes which are affordable, maximising capital funding from internal and external sources". As a Lead Local Flood Authority (LLFA) the Council has powers to undertake such works subject to funding. It has been acknowledged that resources are needed within the Flood Risk Management Team to identify funding opportunities, project manage and ultimately deliver significant flood alleviation schemes where required locally. As of 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes. A service review is intended to identify a more effective structure that can deliver the statutory duties as the SAB in addition to existing duties and powers as a Lead Local Flood Authority. To help manage these changes, no major schemes are programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. Limited work will continue where resources allow to refine existing projects and designs so that they might be considered for future grant applications and programming for delivery. In addition funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued.

Last Updated: 15-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open

Potential Effect: Deterioration of the condition of highways in Flintshire

Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure. Road Safety Scheme identification for improvement to routes through available funding. Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.

Progress Comment: The monies made available for Highway infrastructure maintenance programmes will be allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network. Streetscene & Transportation ensure that available funding is spent allocated appropriately, and ensure best value for the expenditure to maintain the highway network.

Highways asset management schemes are underway as follows:

Resurfacing - Programme of schemes progressing 21 sites completed with 5 sites outstanding - expected completion 31/03/2019

Surface Dressing - Complete

Patching - Program On-going

Undertake condition surveys to produce the annual resurfacing programme by March 2019.

Undertake post completion inspections of utility work by March 2019.

Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open

Potential Effect: Decrease in bus services to residents, particularly in rural areas

Management Controls: Develop services so that they become more commercially viable

Progress Comment: Withdrawal of subsidies could affect viability of some marginal commercial bus services impacting on people with disabilities, younger people, people employed on low wages, who are unable to drive, and those who may have no alternative choice of travel. There is also a potential impact on rural communities, where no alternative transport services exist and there is heavy reliance on private cars for travel. We are currently completing a bus subsidy review where we have managed to sustain a core network of bus routes and gain funding for Local Travel arrangements to connect rural communities to the core network.

Last Updated: 29-Jan-2019

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Management and Support Manager	Amber	Yellow	↓	Open

Potential Effect: Transport services cannot be provided

Management Controls: i) Management of safety compliance checks.

ii) Management of financially compliant contracts

Progress Comment: The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors

Last Updated: 22-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↓	Open

Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance
Increase in insurance claims

Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.

Progress Comment: Following the negative impact of the 2017/18 winter period, pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. The previous increase in risk has been mitigated by a number of schemes of works that have been undertaken to improve the condition of the carriageway overall. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Planned Maintenance Works have been undertaken as follows:
Resurfacing is 80% for the financial year
9 Surface Dressing sites have been completed
Reactive Work to remove defects from the carriageway continue.
This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty.

Last Updated: 24-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Yellow	Yellow	↔	Open

Potential Effect: i) Planned programme of community transport hubs not delivered. ii) Decreased passenger numbers on bus services.
iii) Increase in individual car usage



Management Controls: Realistic deliverable programme for 2018/19 of 5 Community Transport Hubs that have been supported by the local communities and Town and Community Councils

Progress Comment: Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). This is a free service provided by the successful tenderer as a Community Benefit. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.



Last Updated: 17-Jan-2019



5 Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: There are estimated to be around 40 social enterprises operating across Flintshire. A network has been created to enable them to meet up and learn from each other. A framework for health checks has been created and offered to social enterprises to give them assurance and advice regarding their long term viability. This is optional and has not yet been adopted, but will continue to be offered and promoted. Growth of social enterprises in the current financial year is expected to exceed targets, with a number of very positive examples of social enterprises winning business awards in Flintshire in recent months in categories also open to private sector companies.</p> <p>Last Updated: 24-Jan-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The framework to support and enable social enterprises in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. A first networking event between social enterprise and private sector businesses was held in November 2018 to begin to identify opportunities for partnership working and cross-business support. Eighteen arrangements were identified from the first meeting. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key ADMs, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer.</p> <p>Last Updated: 24-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A Community Benefits Working Group has been established in FCC to develop an approach for the ongoing management of community benefits (social value) which is both cost effective and sustainable. A report has been submitted to Chief Officers in January 2019 submitting options for the ongoing management and growth of an approach, and evaluating the potential return on investment from different options. This report has been informed by consultation with partners, who unanimously agreed during discussions that development of a robust approach has potential to deliver significant return for Flintshire if it is designed and progressed properly.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector with the recent procurement of support from the third sector for disability based services as an example. Through the Compact group a review of third sector core funding arrangements is underway to maximise opportunities and contribution of the sector.

Last Updated: 17-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council	Karen Armstrong - Corporate Business and Communications	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER

Services	Executive Officer						
<p>ACTION PROGRESS COMMENTS: Much progress has been made during the year. We have been awarded the Silver Award for the Ministry of Defence's Employee Recognition Scheme; being very close to gaining the Gold Award. The Award Ceremony was held in November in Cardiff and was recognised at County Council in January. Many community projects to commemorate the Centenary of WW1 have been supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay. Work is underway to plan for the 75th D Day celebrations in June. The Annual Report has been published. The partnership Covenant group has been split into two parts; i) Strategic and ii) networking across partners.</p> <p>Last Updated: 17-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan - which is monitored twice yearly. At the last meeting of the Board in October, 4 of the 5 priorities were tracked as making good progress. It was agreed that the 'Economy' priority would be 'stood down' for now as most of the in-year activities are regionally led; it will be picked up again once decisions and actions become more localised. A regional workshop was arranged with Town and Community Councils to support and provide direction for their responsibilities to explore joint working opportunities.</p> <p>Last Updated: 17-Jan-2019</p>							

Performance Indicators

No KPIs available for this quarter

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p> <p>Last Updated: 10-Jan-2019</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's) face	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p>Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p>Management Controls: Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p>Progress Comment: Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan is being delivered and agreed subject to Cabinet approval the second year business plan.</p> <p>Last Updated: 29-Jan-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p>Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p>Management Controls: Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases</p> <p>Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Business Plans for 2019/20 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2019/20 are sustainable.</p> <p>Last Updated: 29-Jan-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Gareth Owens - Chief Officer - Governance		Amber	Amber	↔	Open
<p>Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts</p> <p>Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors. The emerging social value policy will enable us to place greater emphasis on the importance of third sector bodies thereby increasing their chances of winning contracts.</p> <p>Progress Comment: The emerging social value policy will enable the Council to place greater importance on the third sector when awarding contracts which will help the sector to secure work. It is possible to ring fence contracts to third sector providers and the Council needs to identify opportunities where this is appropriate.</p> <p>Last Updated: 11-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.</p> <p>Last Updated: 28-Jan-2019</p>						

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2017	31-Mar-2019	60.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term and a high level indication of these pressures will be included in the report to Cabinet on the Council Fund Budget 2019/20 – Third and Final Stage. This initial forecast will be subject to regular revision due to the number of uncertainties including the level of funding for local government in future budget settlement and increases in demand led pressure and global economic uncertainty.</p> <p>Last Updated: 17-Jan-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We continue to make progress in delivering the key priority areas of the People Strategy. A Health and Wellbeing strategy is being developed in support of our commitment to creating a working environment which is both safe and fosters the best possible health and wellbeing for all our employees. As well as being the right thing to do, there is strong evidence that supporting the health and wellbeing of staff can achieve a range of positive outcomes such as enhanced performance, staff retention and reduced sickness absence. A review of the apprenticeship programme has been completed in readiness to launch the 2019 scheme which will coincide with national apprenticeship week (4 to 8 March 2019). A significant amount of work has been undertaken to support the implementation of the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19-2019/20) using the national model, this includes the introduction of a 'new' pay spine with assimilation to newly created spinal column points and as such introduces far greater change than a simple cost of living monetary award</p> <p>Last Updated: 28-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services and Registration Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Digital Strategy sets out our commitment to modernise and digitise services, with an emphasis on Digital Customer capabilities and the ability for customers to shift channels to self-serve and access information online. Good progress has been made in reviewing the relationship between Digital Strategy, IT Business Plan and wider operational capacity to drive forward changes. A single combined digital programme plan has been created as the baseline for delivery and this has identified the essential works which need to be resourced prior to resources being allocated to change projects. Good progress continues to be made to co-locate Housing and Streetscene Contact Centres to Ty Dewi Sant, Ewloe and this work runs in parallel with the development of the Customer Account which will be launched in January 2019. The Customer Account will enable residents to view information about their waste and recycling collection, ward Member information, planning applications, requests for service submitted online. For those residents who hold a tenancy with us, they will be able to view repairs and rent statements.

Last Updated: 10-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Ian Edwards - Senior Quantity Surveyor	In Progress	01-Apr-2017	31-Mar-2019	40.00%	 AMBER	 AMBER



ACTION PROGRESS COMMENTS:



Asset rationalisation planning is moving to County Hall, Mold Campus master planning phase, with work now required to specify and procure specific planning advisers to develop the wider site areas of the Campus. Rationalisation work in terms of our corporate estate has been focusing on the delivery of Ty Dewi Sant which paves the way for the demolition of phases 3 and 4 of County Hall. The Council continues to review its current estate and delivery of its rationalisation plans. These plans are wide ranging and deal with the managed disposal of its agricultural estate to sitting tenants where they have expressed a wish to do so, to the rationalisation and intensification of use of our office buildings. The most recent piece of activity is relates to the main County Hall complex phases 1 to 4 and the exploration of a wider campus use study.

Last Updated: 28-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE	PROGRESS	OUTCOME
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					%	RAG	RAG
6.1.1.7 Adopting the Ethical Code for the Procurement of Supply Chains	Gareth Owens - Chief Officer - Governance	In Progress	01-Apr-2018	31-Mar-2019	66.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The ethical code requires the council to adopt policies to reduce or eliminate poor working conditions amongst our suppliers. It contains a series of commitments to specific obligations. The Action plan to implement the ethical code was approved by Cabinet in June. An action plan has been prepared and is being implemented. The number of actions completed is rising and 18 out of the 27 obligations requiring action on the part of the Council are now complete.</p> <p>Last Updated: 11-Jan-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.8 Delivering the highest possible standards of Information Security	Mandy Humphreys - IT Business Services Manager	In Progress	01-Apr-2018	31-Mar-2019	80.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council regularly runs tests of its own security measures and applies all issued updates/patches on a monthly basis. It has annual independent tests of its data security measures in order to achieve the required Public Sector Network(PSN) compliance standards. This process began in November 2018 and an action plan is now in place to resolve outstanding issues ready submission to PSN. The last revision of the Information Security Policy is ready for approval.</p> <p>Last Updated: 15-Jan-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.9 Maximising the generation of the Council's income streams	David Barnes - Manager - Revenues	In Progress	01-Apr-2018	31-Mar-2019	59.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Council Tax Collection rates in 2018/19 are currently on target to achieve a final outturn of 98.3% by March 2019. Collection Rates are currently 0.1% above the same Q3 position in 2017/18. Work to reduce aged debt over 60 days within the Corporate Debt system is on going and excellent progress is also being made to reduce debt levels in excess of the 3.5% target. Monthly reporting to Chief Officers is now in place to enhance reporting mechanisms and case management and to track difficult or complex cases needing intervention from service managers.</p> <p>Last Updated: 03-Jan-2019</p>							

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	161000	5341000	1377750	 GREEN	↑	10677000	4133250	 GREEN
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Corporate Accounting and Systems Progress Comment: The actual efficiencies achieved as at the M7 Revenue Budget monitoring report is £5.341m</p> <p>Last Updated: 17-Dec-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2M02 The percentage of planned efficiencies achieved	94	97	95	 GREEN	↑	97	95	 GREEN
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Corporate Accounting and Systems Progress Comment: As per the Revenue Monitoring Month 7 report it is projected that 97% of efficiencies will be achieved.</p> <p>Last Updated: 17-Dec-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	2.59	2.85	8.5	 GREEN	↓	7.6	8.5	 AMBER
<p>Lead Officer: Sharon Carney - Lead HR Business Partner Reporting Officer: Andrew Adams - Business Information and Compliance Adviser Progress Comment: The FTE days lost for the Council during quarter two is 2.85, which equates to the overall FTE days lost of 7.60 for 2018/19. The annual forecast based on current data for 2018/19 is 10.10, which will fall short of our target of 8.50.</p> <p>Last Updated: 17-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	63.46	90.91	100	 AMBER	↑	90.91	100	 AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Progress Comment: Between 2014 and 2018, the percentage of employees' who have had a performance appraisal has increased year on year, with the exception of 2017. As at 31 December 2017, the information held in iTrent indicated that the percentage of our eligible workforce who had an appraisal was 63% (compared to 67% in December 2016). As at 31 December 2018 this figure was 91% which is a significant improvement. All outstanding appraisals are required to be scheduled for completion by the end of March 2019.

Last Updated: 15-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.1M01 The number of e-forms submitted	No Data	10754	N/A	N/A	N/A	38939	N/A	N/A

Lead Officer: Rebecca Jones - Customer Services and Registration Manager

Reporting Officer: Rebecca Jones - Customer Services and Registration Manager

Progress Comment: In quarter 3 School Admissions accounted for 34% of online transactions. Online applications were invited for Reception and Nursery places in September 2019 and 2,707 applications were processed online. An additional 817 online applications were received for admission to Year 7 in September 2019. After School Admissions, the highest volume of online transactions related to Streetscene services i.e. Waste and Recycling. The Flintshire App received 355 enquiries, the most popular services on the Mobile App are consistently around highways and dog fouling.

Last Updated: 10-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.2M02 Number of online payments received	No Data	10698	N/A	N/A	N/A	21120	N/A	N/A



Lead Officer: Rebecca Jones - Customer Services and Registration Manager

Reporting Officer: Rebecca Jones - Customer Services and Registration Manager

Progress Comment: The total value of these online payments is £1,596,550. The highest volume of online payments relates to Council Tax, over 6,000 online payments were received with a value of £777,720 followed by Rent that received over 3,000 online payments with a value of £617,446.

Last Updated: 10-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 Reduce the value of aged debt (debt over 60 days)	No Data	14.5	3.5	 GREEN	N/A	14.5	3.5	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: David Barnes - Manager - Revenues Aspirational Target: Progress Comment: Latest datasets show that aged debts over 60 days since April 2018 have reduced from £2.61m to £2.22m - a reduction of £390k, a reduction of 14.5%.</p> <p>Last Updated: 03-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.2M02 Maximise the collection of Council Tax	No Data	85.7	86.1	 AMBER	N/A	85.7	86.1	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: David Barnes - Manager - Revenues Aspirational Target: Progress Comment: Latest collection rates as at end of Q3 show that 85.7% of Council Tax has been recovered - this is 0.1% ahead of the same point in 2017-18.</p> <p>Last Updated: 03-Jan-2019</p>								

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge	Gary Ferguson - Corporate Finance Manager	Sara Dulson - Corporate Accounting and Systems	Red	Red	↔	Open
<p>Potential Effect: Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p>Management Controls: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modeled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.</p> <p>Progress Comment: The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remained at that time. Following the receipt of the Final Settlement in December and some additional funding announcements the budget Gap at the final Stage 3 remains at £3.1m. Balancing budget options will be considered by Cabinet and Council in January. Without further intervention from Welsh Government the only remaining options to balance the budget are Council Tax and a further use of reserves.</p> <p>Last updated: 24-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p>Potential Effect: That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p>Management Controls: Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p>Progress Comment: An exercise is underway currently to plan a single integrated programme plan incorporating all of the work required across all workstreams. This will identify dependencies and ensure that resources are aligned to its delivery. This plan was submitted to COT for discussion in December 2018 and a number of principles agreed to support effective and realistic programme management going forwards.</p> <p>Last Updated: 11-Jan-2019</p>						

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CABINET

Date of Meeting	Tuesday, 19 th February 2019
Report Subject	Revenue Budget Monitoring 2018/19 (month 9)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2018/19 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 without any changes to the projected expenditure and income levels.

The projected year end position, without new actions to reduce cost pressures and/or improve the financial return on efficiency planning and cost control is:

Council Fund

- An operating surplus of £0.233m (£0.026m at Month 9).
- A projected contingency reserve balance as at 31 March 2019 of £7.885m which, when taking into account the agreed contributions for the 2019/20 budget, reduces to £5.985m.

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.067m lower than budget.
- A projected closing balance as at 31 March 2019 of £1.165m.

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2019.
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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>Council Fund Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> • An operating surplus of £0.233m • A projected contingency reserve balance as at 31 March 2019 of £7.885m which reduces to £5.985m when taking into account agreed contributions for the 2019/20 budget <p>The projected outturn is not anticipated to significantly change between now and year-end unless there is a change to the activity level of services or there is an impact from any of the identified risks as reported in paragraphs 1.08 to 1.16.</p>																																																																
1.02	<p>Projected Position by Portfolio</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;">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> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td style="text-align: right;">65.005</td> <td style="text-align: right;">64.431</td> <td style="text-align: right;">(0.573)</td> </tr> <tr> <td>Out of County</td> <td style="text-align: right;">7.274</td> <td style="text-align: right;">9.011</td> <td style="text-align: right;">1.737</td> </tr> <tr> <td>Education & Youth</td> <td style="text-align: right;">8.312</td> <td style="text-align: right;">8.130</td> <td style="text-align: right;">(0.182)</td> </tr> <tr> <td>Schools</td> <td style="text-align: right;">89.776</td> <td style="text-align: right;">89.776</td> <td style="text-align: right;">0.000</td> </tr> <tr> <td>Streetscene & Transportation</td> <td style="text-align: right;">29.684</td> <td style="text-align: right;">31.195</td> <td style="text-align: right;">1.511</td> </tr> <tr> <td>Planning & Environment</td> <td style="text-align: right;">5.641</td> <td style="text-align: right;">5.645</td> <td style="text-align: right;">0.005</td> </tr> <tr> <td>People & Resources</td> <td style="text-align: right;">4.383</td> <td style="text-align: right;">4.359</td> <td style="text-align: right;">(0.024)</td> </tr> <tr> <td>Governance</td> <td style="text-align: right;">8.224</td> <td style="text-align: right;">7.932</td> <td style="text-align: right;">(0.292)</td> </tr> <tr> <td>Strategic Programmes</td> <td style="text-align: right;">4.198</td> <td style="text-align: right;">4.200</td> <td style="text-align: right;">0.001</td> </tr> <tr> <td>Housing & Assets</td> <td style="text-align: right;">14.492</td> <td style="text-align: right;">14.292</td> <td style="text-align: right;">(0.200)</td> </tr> <tr> <td>Chief Executive</td> <td style="text-align: right;">2.990</td> <td style="text-align: right;">2.570</td> <td style="text-align: right;">(0.421)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td style="text-align: right;">24.351</td> <td style="text-align: right;">22.556</td> <td style="text-align: right;">(1.795)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">264.328</td> <td style="text-align: right;">264.096</td> <td style="text-align: right;">(0.233)</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	Social Services	65.005	64.431	(0.573)	Out of County	7.274	9.011	1.737	Education & Youth	8.312	8.130	(0.182)	Schools	89.776	89.776	0.000	Streetscene & Transportation	29.684	31.195	1.511	Planning & Environment	5.641	5.645	0.005	People & Resources	4.383	4.359	(0.024)	Governance	8.224	7.932	(0.292)	Strategic Programmes	4.198	4.200	0.001	Housing & Assets	14.492	14.292	(0.200)	Chief Executive	2.990	2.570	(0.421)	Central & Corporate Finance	24.351	22.556	(1.795)					Total	264.328	264.096	(0.233)
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1.03	<p>The projected outturn is reporting an operating surplus of £0.233m. This is a reduction in the projected outturn of £0.207m from the previous month where an operating surplus of £0.026m was reported. The reasons for these changes are summarised in Appendix 1 with the key significant changes explained in paragraphs 1.04 to 1.05 below. The reasons for the projected variances in all Portfolio areas are summarised within Appendix 2.</p>
1.04	<p>Streetscene and Transportation</p> <p>For Special Education Needs Transport there has been an increase of an additional 21 routes for pupils with complex needs requiring solo transport. This has an additional cost of £0.222m. The Integrated Transport Unit (ITU) are continuing to review the additional demands and the impact of aligning as many of these to existing routes and the outcome and impact of this will be further reported in a subsequent Revenue Budget Monitoring report.</p> <p>The announcement of a capital grant for £1m from Welsh Government for road refurbishment was reported in the month 8 monitoring report. This has allowed for road patching work to be funded from this grant instead of the revenue budget. There has therefore been a reduction of £0.075m costs reported within Highways Network.</p>
1.05	<p>Central & Corporate Finance</p> <p>The amount of on off windfall income received this year has increased by £0.084m due to Non Domestic Rate Revaluations. In addition an amount of £0.168m centrally held for nonstandard inflation for energy costs has been identified as not being required due to current energy usage.</p>
1.07	<p>Tracking of In-Year Risks and Emerging Issues</p> <p>At the time of setting the budget for 2018/19 a number of significant risks were identified and an update is provided below.</p>
1.08	<p>Out of County Placements</p> <p>A further risk identified at the time of setting the 2018/19 budget was the rising social care costs, and the upward trend in the number of cases of Out of County placements across Wales. This was partly addressed by the inclusion of an additional £0.500m in the budget proposals for 2018/19 however the volatility in demand and the impacts on service costs cannot be predicted with any certainty. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area.</p> <p>The month 8 report details the projected outturn as £1.717m higher than budget, which is a slight decrease of £0.075m to the amount reported at month 7, however this decrease has occurred due to an allocation of £0.311m from the Support Sustainable Social Services grant. Costs can be subject to volatility and are likely to change through the year.</p>

1.09	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2018/19 budget includes £5.511m of specific efficiencies which are closely tracked and monitored. In 2017/18 the level of efficiency achievement was 94% which was an improvement on the 91% achieved during the previous year. The Council aims to achieve a 95% rate in 2018/19 as reflected in the Medium Term Financial Strategy (MTFS) Key Performance Indicators (KPIs).</p> <p>The current assessment of the efficiencies to be achieved in 2018/19 shows that £5.316m or 96% of the efficiencies will be achieved. The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2019/20 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with any impact for 2019/20 being reviewed as part of the ongoing work on the Medium Term Financial Strategy.</p>
1.10	<p>Other Tracked Risks</p> <p>In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:</p>
1.11	<p>Independent Inquiry into Child Sexual Abuse (IICSA)</p> <p>IICSA have required the council to produce a statement on the handling of historic child sexual abuse claims. The statement will need to cover how litigation between 1992 and 2000 was handled. No one remains at the council from that time who has knowledge of the cases. The external solicitors who acted jointly for us and our insurers are being instructed to review their files and supply the information.</p> <p>The initial cost of this work will be a minimum of £0.015m and this could increase significantly if IICSA do not agree to narrow the scope of the statement in the way we have requested.</p> <p>In addition payments have been made during the year to settle historic child abuse cases which pre-date Flintshire. A total of £0.039m has been paid to date in 2018/19, these costs are met from the Contingency Reserve and this amount is reflected in appendix 4. There are a number of outstanding cases still to be settled and it is difficult to estimate the timing and full financial impact of these.</p>
1.12	<p>Income</p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.200m remains to be achieved from the identification of new sources of income and the review of fees and charges. The Council now has additional capacity to pursue this strategy and a number of potential opportunities will be considered as part of business planning and annual review, as well as one off opportunities to mitigate this in-year.</p>

1.13	<p>Recycling Income</p> <p>In past years the market rate for income received from recycling plastic, paper and card has been extremely volatile and can fluctuate rapidly. Recycling income is already expected to be £0.185m less than budgeted for and there is a risk that fluctuating market rates may reduce the shortfall further.</p>
1.14	<p>Schools – Risks and Impacts</p> <p>The schools overall budget for 2018/19 included an uplift in recurring funding of £1.140m and additional one-off funding of £0.460m. At the time of setting the budget the outcome of pay awards for teacher and non-teacher staff was not known.</p> <p>The outcome of the these pay awards will have a significant impact on school budgets which are detailed below:</p>
1.15	<p><u>Teachers Pay</u></p> <p>The Final Settlement confirmed that additional funding will be allocated to Authorities to part fund the pay award in 2018/19. An announcement by the First Minister also advised of an all Wales amount of £7.5m for teacher pay in both 2018/19 and 2019/20. Flintshire have now received confirmation of the 2018/19 funding contribution for an amount of £0.784m, which will be passported in full to schools once it has been received.</p>
1.16	<p>In planning for the 2019/20 budget the Final Settlement does not change the previous position which allows the Council to provide a 1% uplift in the base funding of schools, meaning that schools will need to share the impact of the costs.</p>
1.17	<p>Other In-Year Issues</p> <p>Inflation</p> <p>Included within the 2018/19 budget are provision for pay (£0.937m), food (£0.124m), fuel (£0.069m) and Energy (£0.442m). As in previous years, these amounts are held centrally until there is an evidenced business need identified.</p>
1.18	<p>An allocation of £0.075m for Energy has been transferred to the Street Lighting service to reflect the additional cost impact.</p>
1.19	<p>At this time it is anticipated that all of the above will be required apart from £0.110m food inflation and £0.168m energy inflation this is reflected in the outturn figure. This area will be kept under review over the winter to assess the impact of energy costs on the outturn position which may change as charges from energy suppliers are received.</p>
1.20	<p>Reserves and Balances</p> <p>Un-earmarked Reserves</p>

	<p>The 2017/18 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2018 (above the base level of £5.769m) of £7.928m.</p> <p>As agreed in the 2018/19 budget an amount of £1.945m was approved as part of the strategy to balance the budget and in addition County Council on 1 March approved a one off amount of £0.460m for schools, on a temporary basis. The available Contingency Reserve after taking account of these contributions is therefore £5.523m.</p>																																																														
1.21	<p>At month 4 it was agreed that the amount recovered due to a change in accounting policy for the Minimum Revenue Provision of £1.400m and a VAT rebate on some sporting exemptions for £1.940m would be transferred to the Contingency Reserve.</p>																																																														
1.22	<p>Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £7.885m as detailed in appendix 4.</p>																																																														
1.23	<p>As part of the budget strategy work for 2019/20 an agreed contribution from the Contingency Reserve of £1.900m will used to assist in closing the budget gap on a one off basis. After considering this impact, the total available balance of the Contingency Reserve which can be drawn upon is £5.985m.</p>																																																														
1.24	<p>Earmarked Reserves</p> <p>The table below gives a summary of earmarked reserves as at 1 April 2018 and provides an estimate of projected balances as at the end of the current financial year</p>																																																														
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	Transportation Review	0.170	0.000
	LMS Curriculum	0.779	0.097
	Organisational Change/ADM	0.155	0.000
	Emergency Remediation	0.050	0.048
	Solar Farms	0.000	0.221
	Grants & Contributions	2.924	1.618
	Total	14.046	7.829
1.26	Following a request by Council on 29 January a further detailed risk assessment of earmarked reserves is being undertaken as part of the consideration of the 2019/20 budget.		
1.27	Housing Revenue Account The 2017/18 Outturn Report to Cabinet on 17 July 2018 showed an un-earmarked closing balance at the end of 2017/18 of £1.116m and a closing balance of earmarked reserves of £0.802m.		
1.28	The 2018/19 budget for the HRA is £34.381m which includes a budgeted movement of £0.018m from reserves. The projected outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.		
1.29	There is an increase of £0.081m in the budget contribution towards capital expenditure (CERA) of £12.170m. The increase in this contribution decreases the level of borrowing required to fund the proposed capital programme.		

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 three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.08 to 1.16.

5.00	APPENDICES
5.01	<p>Appendix 1: Council Fund – Movement in Variances from Month 8</p> <p>Appendix 2: Council Fund – Budget Variances</p> <p>Appendix 3: Council Fund – Programme of Efficiencies</p> <p>Appendix 4: Council Fund – Movement on Un-earmarked Reserves</p> <p>Appendix 5: Housing Revenue Account Variances</p>

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

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

income achieved exceeds the budget. Shown as a –ve.

Variance: difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

Virement: the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.

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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	-0.056	Reduction in overspend on Residential and Nursing Care £0.084m offset by transfer of vacancy savings from Intake / First Contact £0.026m to vacancy management account and other minor variances of £0.002m.
Resources & Regulated Services	0.045	Underspend on Residential Care premises costs transferred to Housing and Assets £0.024m and increased demand for Home Care £0.018m plus other minor movements of £0.003m.
Minor Variances	-0.002	
Disability Services		
Resources & Regulated Services	0.025	Increased domiciliary care costs in PDSI.
Disability Services	-0.048	Reduced college costs in Transition to Adulthood.
Minor Variances	0.013	
Mental Health Services		
Minor Variances	-0.006	
Children's Services		
Minor Variances	0.034	
Development & Resources		
Vacancy Management	-0.067	Short term vacancy savings transferred from across portfolio.
Minor Variances	-0.010	
Total Social Services (excl Out of County)	-0.073	
Out of County		
Children's Services	0.013	Minor variances only.
Education & Youth	0.008	Minor variances only.
Total Out of County	0.021	
Education & Youth		
Inclusion & Progression	-0.004	Minor movements in variance from across service area.
Integrated Youth Provision	-0.002	Minor movements in variance from across service area.
School Improvement Systems	-0.024	Minor movements in variance from across service area.
Business Change & Support	-0.003	Minor movements in variance from across service area.
School Planning & Provision	-0.002	Minor movements in variance from across service area.
Total Education & Youth	-0.035	
Schools	0.000	
Streetscene & Transportation		
Highways Network	-0.075	Transfer of additional road repairs to WG Grant Funding for Road Refurbishment works.
Transportation & Logistics	0.263	Further pressure as a result of the provision of additional school transport for pupils to Connahs Quay, Buckley Elfed and Mold Campus totalling £0.037m. For Special Education Needs, there is a further increase of 21 routes for pupils with complex needs requiring solo transport totalling £0.222m.
Other Minor Variances	0.033	
Total Streetscene & Transportation	0.221	

Planning, Environment & Economy		
Minor Variances	0.013	
Total Planning & Environment	0.013	
People & Resources		
HR & OD	0.002	Minor variances.
Corporate Finance	-0.012	Minor variances.
Total People & Resources	-0.010	
Governance		
Legal Services	-0.006	Minor variances.
Democratic Services	-0.018	Minor variances.
Internal Audit	-0.000	Minor variances.
Procurement	0.000	Minor variances.
ICT	0.050	Costs of training identified for the ICT workforce £0.025m. Laptop replacements to accommodate Windows 10, £0.030m. Net minor variances £0.05m.
Customer Services	0.000	Minor variances.
Revenues	0.061	Reduced surplus on Council Tax Collection Fund £0.075m. Minor variances (£0.014m).
Total Governance	0.087	
Strategic Programmes		
Minor Variances	0.002	
Total Strategic Programmes	0.002	
Housing & Assets		
Administrative Buildings	-0.093	Reduction in outturn as a consequence of centralising utility and NDR budgets.
Property Holdings	0.040	Shortfall in budget as a consequence of centralising utility budgets and NDR.
Centralised Costs	0.044	Shortfall in budget as a consequence of centralising utility budgets and NDR.
Housing Solutions	-0.041	Reduction in projected spend for Homeless Accommodation £0.041m.
Minor Variances	-0.041	
Total Housing & Assets	-0.091	
Chief Executive's	-0.094	£0.053m due to in-year vacancies which are now not likely to be filled until next financial year. £0.022m reduction in supplies and services commitments. £0.010m management recharge from Regional Emergency Planning. £0.009m minor variances.
Central and Corporate Finance	-0.249	Increased Windfall Income £0.084m relating to Non Domestic Rate Revaluations. Centrally held Non Standard inflation £0.168, identified as not required this financial year, these budgets are all currently being centralised. Minor variances £0.003m.
Grand Total	-0.207	

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	16.971	16.841	-0.130	-0.074	Residential and Nursing Care reflects a projected overspend of £0.242m due to increased numbers of funded placements following the increase in the capital limit to £40,000. Domiciliary Care reflects a projected underspend of £0.180m based on existing service users, however there are challenges due to capacity of external supply markets which are currently having to be met within Provider Services. Other underspends include a projected underspend of £0.034m on day care due to reduced demand, £0.020m on Intake/First Contact due to vacancy savings and £0.017m on Minor Adaptations. Locality Teams staffing reflects a projected underspend of £0.107m due mainly to some posts being filled at below the top of grade. Minor variances account for a £0.015m underspend.	Continue to monitor and review.
Community Equipment Contribution	0.478	0.329	-0.150	-0.150	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 reduced. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	Continue to monitor and review.
Resources & Regulated Services	6.582	6.422	-0.160	-0.204	The main influence on the net projected underspend of £0.160m is extra care schemes where there is a projected underspend of £0.412m due mostly to the delay to the opening of the new Llys Raddington, Flint extra care facility and additional grant income. This is offset by a projected overspend of £0.152m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also other minor overspends amounting to a total of £0.100m in Residential Care and Day Centres.	Continue to monitor and review.
Minor Variances	0.895	0.850	-0.045	-0.043		
Disability Services						
Resources & Regulated Services	23.180	23.330	0.150	0.125	The projected overspend of £0.150m is mainly due to demand influences within externally provided Supported Living	Continue to monitor and review.
Disability Services	0.533	0.397	-0.135	-0.087	The projected underspend is mainly due to increased levels of contributions from Betsi Cadwaladr University Health Board (BCUHB) for two service users.	Continue to monitor and review.
Minor Variances	0.985	0.944	-0.041	-0.054		
Mental Health Services						
Residential Placements	1.184	1.444	0.260	0.261	Ongoing pressure due to the numbers of long term residential placements, including four new placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB. The overspend is offset by £0.150m additional WG grant income.	Continue to monitor and review
Minor Variances	2.596	2.540	-0.055	-0.050		

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	2.564	2.662	0.098	0.090	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. These costs are offset by £0.150m additional WG grant income.	Continue to monitor and review
Family Support	0.364	0.467	0.103	0.099	Staff costs are higher than budget and some of these costs are associated with the carrying out of statutory duties to support looked after children in external placements. We have many strategies to resolve this in the longer term but in the short term we need to fulfil our duties to oversee the care of our younger people.	Continue to monitor and review
Legal & Third Party	0.178	0.230	0.052	0.043	Additional numbers of court cases resulting in increased court costs	Continue to monitor and review
Professional Support	5.023	5.103	0.080	0.077	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 which has been partly mitigated by an allocation of £0.100m from the contingency reserve.	Continue to monitor and review
Minor Variances	1.098	1.087	-0.011	-0.021		
Development & Resources						
Business Systems & Financial Assessments	0.763	0.770	0.007	0.029		
Charging Policy income	-2.469	-2.605	-0.136	-0.149	The projected underspend is due to surplus income which is mainly caused by changes to disregard rules on financial assessments which came into effect from August 2016. The additional budget which arises from this surplus is earmarked for future use in funding some of the revenue costs for the new Holywell extra care facility.	Continue to monitor and review.
Business Support Service	1.196	1.049	-0.147	-0.129	The projected underspend of £0.147m is due to a number of short term vacancy savings and some posts currently occupied by staff who are below top of grade.	Continue to monitor and review
Finance /Deputyship	-0.011	0.010	0.022	0.022		
Safeguarding Unit	0.925	0.881	-0.044	-0.062		
Good Health	0.778	0.767	-0.012	-0.012		
Commissioning	0.631	0.581	-0.050	-0.052	The projected underspend is mainly due to funding of a post from a grant in the short term, plus some reductions of hours following staff returning from maternity leave.	Continue to monitor and review.
Management & Support	0.262	0.270	0.007	0.009		
Training	0.125	0.154	0.029	0.030		
Vacancy Management	0.173	-0.090	-0.263	-0.196	Short term vacancy savings transferred from across portfolio.	
Minor Variances	3.016	2.761	0.009	0.016		
Total Social Services (excl Out of County)	65.005	64.431	-0.573	-0.500		

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
Out of County						
Children's Services	4.191	5.187	0.996	0.983	There is a projected overspend of £1.294m in Social Services Children's Services which is based on current clients and packages and which is likely to be subject to variation during the year. These costs are offset by £0.311m from additional WG grant income.	
Education & Youth	3.083	3.824	0.741	0.733	Variance relates to Out of County placements. A substantial increase in the number of new educational placements for 2018/19.	Continue close monitoring arrangements.
Total Out of County	7.274	9.011	1.737	1.717		
Education & Youth						
Inclusion & Progression	3.817	3.766	-0.051	-0.047	Variance largely relates to delays in recruitment, includes other minor variances from across service area.	
Integrated Youth Provision	1.270	1.253	-0.018	-0.016	Minor variances from across service area.	
School Improvement Systems	1.775	1.672	-0.102	-0.079	Variance largely relates to Early Entitlement, a reduction in maintained and non-maintained setting payments as a result of demography and a reduction of the number of settings requiring funding. Includes hourly reductions in established staff. Includes other minor variances from across service area.	
Business Change & Support	0.414	0.405	-0.010	-0.007	Minor variances from across service area.	
School Planning & Provision	0.745	0.743	-0.002	-0.000	Minor variances from across service area.	
Archives	0.290	0.290	0.000	0.001	Minor variances from across service area.	
Minor Variances	0.000	0.000	0.000	0.000		
Total Education & Youth	8.312	8.130	-0.182	-0.148		
Schools	89.776	89.776	0.000	-0.000		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Ancillary Services & Performance	3.697	3.868	0.171	0.150	<p>Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate until October, 2018 totalling £0.050m.</p> <p>Shortfall in Recycling Income due to falling plastic, card and paper recycling prices resulting from external market factors £0.185m.</p> <p>Additional income of £0.100m above the original projections following the rollout of brown bin charges.</p> <p>Minor Variances £0.036m</p>	
Highways Network	7.950	8.302	0.352	0.426	<p>Additional in year cost of known Vehicle Insurance Premiums totalling £0.060m.</p> <p>Following increased car park charges from May, 2018, together with charges in Flint being implemented for the first time, initial forecasts have indicated lower than anticipated income levels compared to original projections. In addition, officers have recently been appointed to meet the necessary demands of parking enforcement requirements across the County. The overall variance totals £0.260m.</p> <p>WG Road Refurbishment Grant Funding has been confirmed and this will assist in funding £0.075m of the urgent road patching repairs that has been previously reported.</p> <p>Minor variances of less than £0.025m but totalling £0.032m across the service.</p>	
Transportation & Logistics	9.265	10.099	0.834	0.571	<p>Additional pressure as a result of the provision of additional transport for pupils from John Summers to Connahs Quay, Buckley and Mold campuses £0.133m.</p> <p>Community Travel pilot schemes of £0.047m commencing January, 2019.</p> <p>Increased transport provision to Social Services £0.074m.</p> <p>Extra School Buses required due to schools being oversubscribed from September 2018. There is an increase of 95 pupils qualifying for transport resulting in additional pressure of £0.150m.</p> <p>For Special Educational Needs there is an increase of 41 (20 reported at Month 8) single occupancy transport routes for pupils with complex needs totalling £0.400m from September, 2018.</p>	
Workforce	8.542	8.664	0.123	0.119	<p>Increased Agency and Overtime costs as a consequence of current sickness levels (9%) of the workforce operatives</p>	
Other Minor Variances	0.230	0.262	0.032	0.023		
Total Streetscene & Transportation	29.684	31.195	1.511	1.290		

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 & Economy						
Business	1.550	1.526	-0.024	-0.032	Minor Variances across the service	
Community	0.940	0.957	0.017	0.016	Full cost recovery income targets have not been achieved in recent years and are unlikely to be achieved in 2018/19. The Pest Control Service is a customer demand led service with competition from external commercial organisations	Monitor Fee Income levels. Service currently under review.
Development	0.060	-0.079	-0.139	-0.149	Higher than expected levels of Planning Fee Income received in the first half of the financial. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. An award of Legal Fees from a Planning Appeal in FCCs favour.	Continue to monitor Planning Fee Income levels and adjust projections accordingly.
Access	1.328	1.359	0.031	0.032	Minor variances across the service	
Shared Services	0.134	0.134	0.000	-0.000	Minor variances across the service	
Regeneration	0.435	0.493	0.058	0.062	Energy Efficiency framework moved to be accounted for in correct Portfolio £0.050m. Other minor variances £0.008m	Continue to monitor and review.
Management & Strategy	1.195	1.255	0.060	0.063	Staffing related Business Planning Efficiencies yet to be achieved pending all Service Review outcomes within the Portfolio.	Vacancy savings across the Portfolio can assist in mitigating the unachieved efficiencies in the short term. Continue to monitor and review
Total Planning & Environment	5.641	5.645	0.005	-0.008		
People & Resources						
HR & OD	2.413	2.409	-0.003	-0.005	Minor variances.	
Corporate Finance	1.970	1.949	-0.020	-0.009	Minor variances.	
Governance						
Legal Services	0.706	0.738	0.032	0.037	Minor variances.	
Democratic Services	2.019	2.005	-0.015	0.003	Minor variances.	
Internal Audit	0.454	0.423	-0.032	-0.031	Minor variances.	
Procurement	0.320	0.331	0.010	0.010	Minor variances.	
ICT	4.561	4.555	-0.006	-0.056	Minor variances.	
Customer Services	0.372	0.409	0.037	0.037	Additional registration services income estimated to be in the region of (£0.017m). In year salary saving of Connects Manager post (£0.024m). Prior year efficiency in respect of Contact Centres unlikely to be achieved in 2018/19 £0.100m. Other minor variances (£0.022m).	Continue to monitor and review.
Revenues	-0.209	-0.527	-0.319	-0.379	Anticipated surplus on the Council Tax Collection Fund (£0.140m). Additional Council Tax windfall following the conclusion of the Single Persons Discount Review (£0.025m). Vacancy savings of (£0.130m). Other minor variances (£0.024m).	Continue to review on a monthly basis and report on any significant variances or movements.
Total Governance	8.224	7.932	-0.292	-0.380		
Strategic Programmes						
Minor Variances	4.198	4.200	0.001	-0.001		
Total Strategic Programmes	4.198	4.200	0.001	-0.001		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing & Assets						
Administrative Buildings	0.255	0.309	0.053	0.146	Projected overspend due to delays to the demolition works at County Hall £0.053m.	
CPM & Design Services	0.611	0.509	-0.102	-0.090	£0.102m additional design income estimated above budget.	
Benefits	10.669	10.587	-0.083	-0.077	Projected underspend on the Council Tax Reduction Scheme (CTRS) £0.080m. Vacancy savings of £0.064m. Additional cost of IT related expenditure such as software, external printing and postage £0.096m. Additional New Burdens Funding £0.069m. Other minor variances from across the service £0.034m.	Continue to review and report on significant variances on a monthly basis.
Housing Solutions	1.083	0.987	-0.096	-0.055	Homeless Accommodation underspend £0.088m. Salary savings as a result of grant maximisation £0.071m. Unachieved efficiency in respect of Senior Management restructure £0.035m. Other minor variances £0.028m.	Continue to review and report on significant variances on a monthly basis.
Minor Variances	1.873	1.901	0.027	-0.032		
Total Housing & Assets	14.492	14.292	-0.200	-0.108		
Chief Executive's	2.990	2.570	-0.421	-0.327	£0.350m due to workforce efficiencies which are mostly from vacancies arising during the year. The remaining balance is due to smaller variances such as marketing and promotion £0.029m, printing savings £0.020m and other minor variances.	
Central and Corporate Finance	24.351	22.556	-1.795	-1.546	Increased Coroners Costs £0.072m. Increased Windfall Income £0.195m relating to Non Domestic Rate Revaluations. Pension Deficit recovery, an underspend of £1,045m, this is due to an increase in contributions, while the repayment figure has remained static. Apprentice Tax Levy, underspend of £0.065m. Auto Enrolment, numbers are less than estimated, which gives a favourable variance of £0.400m. Increased Bank charges £0.027m. Inflationary underspend of £0.422m of which £0.144m has been identified to contribute towards the 2019/20 budget. An underachievement on the income target of £0.229m. Minor variances £0.004m	Continue to review all variances alongside the continuing work on the MTFS.
Grand Total	264.328	264.096	-0.233	-0.026		

2018/19 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2018/19 £m	2018/19 £m	Achievement 2018/19 £m
Central & Corporate Finance			
Theatre C/wyd tax relief	0.075	0.075	0.000
County Hall (NDR Element)	0.060	0.060	0.000
Audit fee reduction	0.127	0.127	0.000
Total Central & Corporate Finance	0.262	0.262	0.000
Governance			
Records management; Reduce records in storage.	0.010	0.010	0.000
ICT - Digital Print	0.048	0.048	0.000
Customer Services; New customer service models	0.050	0.050	0.000
Flintshire Connects; More flexible service in conjunction with potential income	0.056	0.056	0.000
Registration; Chargeable declaration of births	0.012	0.012	0.000
Revenues; Increase in collection rates enables adjustment to bad debt provision (one off).	0.094	0.094	0.000
Revenues; Second year windfall for single person discount review (one off)	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.185	0.025
Total Governance	0.570	0.595	0.025
Social Services			
Disability Service; Review current contract with external agency to deliver	0.030	0.030	0.000
Disability Service; Reduction of posts.	0.110	0.110	0.000
Workforce Development; Additional Income from QCF assessors through	0.030	0.030	0.000
Business Support and Management; Rationalisation of rented	0.015	0.015	0.000
Increase in domiciliary care charging.	0.220	0.220	0.000
Integrated Care Fund	0.500	0.500	0.000
Care Fees	0.514	0.514	0.000
Merger of Out of Hours Service	0.020	0.020	0.000
Total Social Services	1.484	1.484	0.000
Education & Youth			
Early Entitlement; Reduce sustainability grant payments and remodel	0.020	0.020	0.000
Business Support; Staff reduction	0.010	0.010	0.000
Nursery Education; Staff reductions	0.040	0.040	0.000
Total Education & Youth	0.070	0.070	0.000
Schools			
Schools Demography	0.288	0.288	0.000
Total Schools	0.288	0.288	0.000
Strategic Programmes			
Leisure, Libraries and Heritage; Continuation of previous years' business plan	0.416	0.416	0.000
Total Strategic Programmes	0.416	0.416	0.000
Housing & Assets			
Valuation Service; Property rationalisation through closure and amalgamation of services into other more efficient assets.	0.050	0.050	0.000
Valuation Service; Increase farm income through renewal of grazing licences.	0.021	0.021	0.000
Valuation Service; Community Asset Transfer process, efficiencies through reduced costs.	0.010	0.010	0.000
Valuation Service; Restructure of service as part of move to a commissioning client.	0.020	0.020	0.000
Valuation Service; Remove caretaking/security services at County Offices, Flint.	0.015	0.015	0.000
Corporate Property Maintenance; Restructure of service as part of move to a commissioning client.	0.080	0.080	0.000
Design and Project Management Services; Restructure of service as part of move to a commissioning client.	0.040	0.040	0.000
NEWydd Catering and Cleaning Services; Continuation of previous Business and Marketing plans.	0.050	0.050	0.000
County Hall	0.240	0.140	(0.100)
New Homes; Return anticipated trading surplus to the Council.	0.030	0.030	0.000
Regional Training courses delivered by GT officer	0.003	0.003	0.000
Welfare Rights; Some activity to be absorbed into single financial assessment team.	0.032	0.032	0.000
Benefits; Adjustment to bad debt provision (one off).	0.050	0.050	0.000
Benefits; Council Tax Reduction Scheme.	0.250	0.345	0.095
Benefits; Remove duplication and provide a single financial assessment service.	0.050	0.050	0.000
Reduction of senior management team	0.050	0.015	(0.035)
Total Housing & Assets	0.991	0.951	(0.040)
Streetscene & Transportation			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.210	(0.240)
Total Streetscene & Transportation	1.250	1.110	(0.140)
Planning, Environment & Economy			
Development management; Production of planning statements and to undertake private appeals	0.015	0.015	0.000
Highways Development Control; Introduce further charges. Review current charges. Retain supervisory function of highway works in the Building Control; Review charges. Introduce charges. Increase partnership working. Increase authorised commencements inspections.	0.015	0.015	0.000
Built Environment; Charing for pre-application advice	0.030	0.000	(0.030)
Flooding and Drainage; Fees for capital project work.	0.010	0.000	(0.010)
Energy; Fees for energy efficiency assessment.	0.010	0.010	0.000
Minerals and Waste; Maximise regulatory compliance income. Review day rate charging.	0.050	0.050	0.000
Rights of Way; Increase charging and reduce expenditure.	0.020	0.020	0.000
Economic Development; Workforce efficiency if regional service developed.	0.020	0.020	0.000
Total Planning, Environment & Economy	0.180	0.140	(0.040)
		%	£
Total 2017/18 Budget Efficiencies		100	5.511
Total Projected 2017/18 Budget Efficiencies Underachieved		4	0.195
Total Projected 2017/18 Budget Efficiencies Achieved		96	5.316

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2018	13.697	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		7.928
Less – amount committed as part of balancing 2018/19 budget		(1.945)
Less – One off contribution to Schools agreed at Council on 1 March 2018		(0.460)
Less – Contribution to fund shortfall in MEAG funding (M2)		(0.058)
Add – transfer from revenue for amount recovered in-year due to change in accounting policy for the Minimum Revenue Provision		1.400
Add – transfer from revenue for the amount of the VAT rebate received		1.940
Less – allocation to meet additional in-year budget pressure for the agreed pay award above the 1% included in the 2018/19 budget		(0.999)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – allocation for Independent Inquiry into Child Sexual Abuse		(0.015)
Less – allocation to meet historic child abuse claims		(0.039)
Add – projected outturn underspend		0.233
Total Contingency Reserve as at 31st March 2019		7.885

Less – VAT rebate amount committed as part of balancing 2019/20 budget.		(1.900)
Total Contingency Reserve available for use		5.985

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(34.381)	(34.068)	0.313	0.289	A pressure of £0.313m is anticipated on income. £0.163m of this pressure relates to loss of rental income on properties being void longer than anticipated and £0.073m due to delays on handover/delays on new build schemes. £0.031m of the pressure relates to loss of income on garages which are not tenanted. £0.036m of the pressure relates to removal of the early payment discount on the Welsh Water contract. The remaining £0.010m relates to minor pressures.	
Capital Financing - Loan Charges	8.694	7.519	(1.175)	(1.092)	The projected underspend of £1.175m relates to expected borrowing costs for SHARP. £0.062m of the underspend relates to the Minimum Revenue Payment (loan repayment) which is lower than budgeted because borrowing levels weren't as high on the 31st March as expected. The remaining £1.113m relates to interest charges. Batch 3 schemes will now start on site later than anticipated and this means expenditure will be spread across financial years. In-year interest charges will therefore be lower than originally anticipated. In addition, borrowing costs have been minimised through efficient treasury management.	
Estate Management	1.617	1.512	(0.105)	(0.132)	An underspend of £0.105m is projected. £0.144m relates to salary savings. A pressure of £0.014m relates to additional costs for cleaning. The remaining £0.025m relates to minor variances.	
Landlord Service Costs	1.415	1.445	0.031	0.011	An overspend of £0.031m is projected. £0.015m relates to additional cleaning contract costs and £0.015m relates to utility costs in communal areas. The remaining £0.001m relates to minor variances.	
Repairs & Maintenance	8.159	7.993	(0.166)	(0.044)	£0.136m of the projected £0.166m underspend relates to subcontractor spend. £0.020m related to staffing costs and the remaining £0.010m relates to minor variances.	
Management & Support Services	2.297	2.127	(0.170)	(0.170)	A saving of £0.170m is anticipated on Management and Support costs. £0.126m relates to vacancy savings. £0.058m relates to a reduction on insurance premiums for the HRA. The remaining £0.014m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	13.276	1.106	0.971	The variance of £1.106m 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	0.047	0.146	0.099	0.099	The variance of £0.099m relates to projected costs incurred relating to site investigation works as part of site viability for future SHARP developments.	
Contribution To / (From) Reserves	(0.018)	0.049	0.067	0.067	The projected HRA outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m.	
Total Housing Revenue Account	0.000	0.000	0.000	(0.000)		



CABINET MEETING

Date of Meeting	Tuesday, 19 th February 2019
Report Subject	Capital Programme 2018/19 (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 2018/19 since it was set in February 2018 to the end of Month 9 (December 2018), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase of £0.903m during the period. This is comprised of:-

- Net increases in the programme of £3.133m (CF £4.110m, HRA (£0.977));
- Net Carry Forward to 2019/20, approved at Month 6 (£2.230m).

Actual expenditure was £41.316m.

The final outturn for 2017/18 was a minor funding deficit of £0.068m. There have been a number of capital receipts in year, a request for an additional allocation of £0.500m towards the relocation of services to Ty Dewi Sant and a small increase in capital funding announced in the Final Settlement. In addition, in November Welsh Government (WG) announced an additional £100m of capital funding spread across 2018/19 to 2020/21. All this, taken together with an original projected shortfall of £8.216m in the capital programme 2018/19 to 2020/21, puts the current funding deficit, for the 3 year period, at £1.428m. This is in advance of any additional capital receipts or other funding being realised.

RECOMMENDATIONS

(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the carry forward adjustments set out at 1.12.
(3)	Cabinet are requested to approve the funding of the Schools Connectivity and Mount Pleasant Road layby from the current Headroom provision as set out in 1.16.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 6 CAPITAL PROGRAMME MONITORING POSITION- 2018/19																																																																																																			
	Background																																																																																																			
1.01	The Council approved a Council Fund (CF) capital programme of £23.773m and a Housing Revenue Account (HRA) capital programme of £36.496m for 2018/19 at its meeting of 20 th February, 2018.																																																																																																			
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.																																																																																																			
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1.03	Table 1 below sets out how the programme has changed during 2018/19. More detailed cumulative information relating to each Portfolio is provided in Appendix A:-																																																																																																			
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1.04	<p>Carry Forward from 2017/18</p> <p>Carry forward sums from 2017/18 to 2018/19, totalling £7.705m (CF £7.705m, HRA £0.000m), were approved as a result of the quarterly monitoring reports presented to Cabinet during 2017/18.</p>																																																																					
1.05	<p>Changes during this period</p> <p>Funding changes during this period have resulted in a net increase in the programme total of £3.133m (CF £4.110m, HRA (£0.977m)). A summary of the changes, detailing major items, is shown in Table 2 below:-</p> <p>Table 2</p> <table border="1" data-bbox="359 638 1345 1664"> <thead> <tr> <th colspan="3" style="text-align: center;">CHANGES DURING THIS PERIOD</th> </tr> <tr> <th></th> <th style="text-align: center;">Para</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td colspan="3"><u>COUNCIL FUND</u></td> </tr> <tr> <td colspan="3">Increases</td> </tr> <tr> <td>Local Transport Grant</td> <td style="text-align: center;">1.06</td> <td style="text-align: right;">1.680</td> </tr> <tr> <td>School Modernisation</td> <td style="text-align: center;">1.07</td> <td style="text-align: right;">0.998</td> </tr> <tr> <td>Affordable Housing</td> <td style="text-align: center;">1.08</td> <td style="text-align: right;">0.520</td> </tr> <tr> <td>Leisure Centres - Jade Jones Pavilion</td> <td style="text-align: center;">1.09</td> <td style="text-align: right;">0.301</td> </tr> <tr> <td>Other Aggregate Increases</td> <td></td> <td style="text-align: right;">0.671</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">4.170</td> </tr> <tr> <td colspan="3">Decreases</td> </tr> <tr> <td>Other Aggregate Decreases</td> <td></td> <td style="text-align: right;">(0.060)</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">(0.060)</td> </tr> <tr> <td>Total</td> <td></td> <td style="text-align: right; border-top: 1px solid black;">4.110</td> </tr> <tr> <td colspan="3"><u>HRA</u></td> </tr> <tr> <td colspan="3">Increases</td> </tr> <tr> <td>Other Aggregate Increases</td> <td></td> <td style="text-align: right;">0.000</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">0.000</td> </tr> <tr> <td colspan="3">Decreases</td> </tr> <tr> <td>SHARP</td> <td style="text-align: center;">1.10</td> <td style="text-align: right;">(0.977)</td> </tr> <tr> <td>Other Aggregate Decreases</td> <td></td> <td style="text-align: right;">0.000</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right; border-top: 1px solid black;">(0.977)</td> </tr> <tr> <td>Total</td> <td></td> <td style="text-align: right; border-top: 1px solid black;">(0.977)</td> </tr> </tbody> </table>	CHANGES DURING THIS PERIOD				Para	£m	<u>COUNCIL FUND</u>			Increases			Local Transport Grant	1.06	1.680	School Modernisation	1.07	0.998	Affordable Housing	1.08	0.520	Leisure Centres - Jade Jones Pavilion	1.09	0.301	Other Aggregate Increases		0.671			4.170	Decreases			Other Aggregate Decreases		(0.060)			(0.060)	Total		4.110	<u>HRA</u>			Increases			Other Aggregate Increases		0.000			0.000	Decreases			SHARP	1.10	(0.977)	Other Aggregate Decreases		0.000			(0.977)	Total		(0.977)
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1.06	<p>Additional grant funding has been received from WG for transport related schemes, including Cycling Links in Deeside Industrial Park (£1.008m), Access to Employment Opportunities (£0.0350m) and A548/Parkway Junction (£0.348m), together with a reduction in funding for Electronic Ticketing Machines (£0.204m).</p>																																																																					
1.07	<p>Regarding School Modernisation, £0.600m of WG grant funding for Phase 2 of the works at Connah's Quay High School and £0.398m of Prudential Borrowing to fund retention payments relating to Ysgol Trefynnon.</p>																																																																					
1.08	<p>Introduction of Prudential Borrowing funding to meet the loan payments</p>																																																																					

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1.09	At its meeting on 18th July 2017, Cabinet approved additional expenditure on new health & fitness facilities and changing spaces at both Mold Leisure Centre and Jade Jones Pavilion in order to assist Aura Leisure & Libraries ADM in generating additional income. This is to be funded from Prudential Borrowing but offset by a reduction in the funding provided to Aura, resulting in a nil cost to the Council.																																																																																																																								
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1.11	<p>Capital Expenditure compared to Budget</p> <p>Expenditure as at Month 9, across the whole of the capital programme was £41.316m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 58.03% of the budget has been spent (CF 55.30%, HRA 62.52%). Corresponding figures for Month 9 2017/18 were 62.79% (CF 52.14%, HRA 73.90%).</p>																																																																																																																								
1.12	<p>The table also shows a projected underspend (pending carry forward and other adjustments) of £1.296m on the Council Fund and a break even position on the HRA.</p> <p>Table 3</p> <table border="1"> <thead> <tr> <th>EXPENDITURE</th> <th>Revised Budget</th> <th>Cumulative Expenditure Month 9</th> <th>Percentage Spend v Budget</th> <th>Projected Outturn</th> <th>Variance Budget v Outturn (Under)/Over</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>%</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>People & Resources</td> <td>0.483</td> <td>0</td> <td>0.00</td> <td>0.483</td> <td>0</td> </tr> <tr> <td>Governance</td> <td>0.476</td> <td>0.059</td> <td>12.46</td> <td>0.476</td> <td>0</td> </tr> <tr> <td>Education & Youth</td> <td>17.154</td> <td>11.260</td> <td>65.64</td> <td>17.004</td> <td>(0.150)</td> </tr> <tr> <td>Social Care</td> <td>4.123</td> <td>1.764</td> <td>42.79</td> <td>3.943</td> <td>(0.180)</td> </tr> <tr> <td>Planning, Environment & Economy</td> <td>0.504</td> <td>0.474</td> <td>93.98</td> <td>0.523</td> <td>0.019</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>13.842</td> <td>5.325</td> <td>38.47</td> <td>12.957</td> <td>(0.885)</td> </tr> <tr> <td>Strategic Programmes</td> <td>3.241</td> <td>2.717</td> <td>83.84</td> <td>3.241</td> <td>0</td> </tr> <tr> <td>Housing & Assets</td> <td>4.401</td> <td>2.857</td> <td>64.93</td> <td>4.301</td> <td>(0.100)</td> </tr> <tr> <td>Council Fund Total</td> <td>44.224</td> <td>24.457</td> <td>55.30</td> <td>42.928</td> <td>(1.296)</td> </tr> <tr> <td>Buy Back / Strategic Acquisition</td> <td>0.500</td> <td>0.415</td> <td>83.06</td> <td>0.500</td> <td>0</td> </tr> <tr> <td>Disabled Adaptations</td> <td>1.051</td> <td>0.512</td> <td>48.68</td> <td>1.051</td> <td>0</td> </tr> <tr> <td>Energy Schemes</td> <td>0.357</td> <td>0.206</td> <td>57.66</td> <td>0.357</td> <td>0</td> </tr> <tr> <td>Major Works</td> <td>1.855</td> <td>1.537</td> <td>82.83</td> <td>1.855</td> <td>0</td> </tr> <tr> <td>Accelerated Programmes</td> <td>0.714</td> <td>0.531</td> <td>74.32</td> <td>0.714</td> <td>0</td> </tr> <tr> <td>WHQS Improvements</td> <td>18.289</td> <td>11.124</td> <td>60.82</td> <td>18.289</td> <td>0</td> </tr> <tr> <td>SHARP Programme</td> <td>4.202</td> <td>2.535</td> <td>60.34</td> <td>4.202</td> <td>0</td> </tr> <tr> <td>Housing Revenue Account Total</td> <td>26.968</td> <td>16.859</td> <td>62.52</td> <td>26.968</td> <td>0.000</td> </tr> <tr> <td>Programme Total</td> <td>71.192</td> <td>41.316</td> <td>58.03</td> <td>69.896</td> <td>(1.296)</td> </tr> </tbody> </table>	EXPENDITURE	Revised Budget	Cumulative Expenditure Month 9	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over		£m	£m	%	£m	£m	People & Resources	0.483	0	0.00	0.483	0	Governance	0.476	0.059	12.46	0.476	0	Education & Youth	17.154	11.260	65.64	17.004	(0.150)	Social Care	4.123	1.764	42.79	3.943	(0.180)	Planning, Environment & Economy	0.504	0.474	93.98	0.523	0.019	Streetscene & Transportation	13.842	5.325	38.47	12.957	(0.885)	Strategic Programmes	3.241	2.717	83.84	3.241	0	Housing & Assets	4.401	2.857	64.93	4.301	(0.100)	Council Fund Total	44.224	24.457	55.30	42.928	(1.296)	Buy Back / Strategic Acquisition	0.500	0.415	83.06	0.500	0	Disabled Adaptations	1.051	0.512	48.68	1.051	0	Energy Schemes	0.357	0.206	57.66	0.357	0	Major Works	1.855	1.537	82.83	1.855	0	Accelerated Programmes	0.714	0.531	74.32	0.714	0	WHQS Improvements	18.289	11.124	60.82	18.289	0	SHARP Programme	4.202	2.535	60.34	4.202	0	Housing Revenue Account Total	26.968	16.859	62.52	26.968	0.000	Programme Total	71.192	41.316	58.03	69.896	(1.296)
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1.13	Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may																																																																																																																								

be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2019/20 has been identified, this is also included in the narrative.

1.14 Carry Forward into 2019/20

During the quarter carry forward of £1.815m (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 2019/20. 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 Education & Youth below.

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

Table 4

CARRY FORWARD INTO 2019/20						Total
	Month 4 £m	Month 6 £m	Reversed £m	Sub Total £m	Month 9	£m
Education & Youth		1.676	(0.016)	1.660	0.150	1.810
Social Care				0	0.580	0.580
Planning, Environment & Economy		0.570		0.570		0.570
Streetscene & Transportation				0	0.885	0.885
Strategic Programmes	0.074			0.074		0.074
Housing & Assets				0.000	0.200	0.200
Council Fund	0.074	2.246	(0.016)	2.304	1.815	4.119
Housing Revenue Account	0.000	0.000	0.000	0.000	0.000	0.000
TOTAL	0.074	2.246	(0.016)	2.304	1.815	4.119

1.16 Additional Allocations

Additional allocations have been identified in the programme in this quarter as follows:

- First phase of School Connectivity works - £0.130m. Partially funded by WG, a bid for further resources in 2019/20 to complete the project will be recommended to Council.
- Provision of layby - £0.040m. Approval had previously been granted for a car park at Mount Pleasant Road, Buckley. This was now considered inappropriate but an alternative option has been accepted.

Both of these amounts can be funded from within the current Headroom provision.

Savings

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

Funding of 2018/19 Approved Schemes

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

Table 5

FUNDING OF APPROVED SCHEMES		
	£m	£m
Capital Receipts Available as at 31/03/18		(7.637)
Carry Forward Funding		7.705
		0.068
Increases		
Shortfall in 2018/19 to 2020/21 budget	8.216	
Additional allocation to Unity House	0.500	8.716
Decreases		
Actual In year receipts	(2.630)	
Provisional Settlement - £0.070m pa	(0.140)	
Additional GCG - 2018/19 Confirmed	(2.281)	
Additional GCG - 2019/20 Confirmed	(1.383)	
Additional GCG - 2020/21 Estimated	(0.922)	
Savings		(7.356)
Funding - (Available)/Shortfall		1.428

1.19 The final outturn funding deficit from 2017/18 was £0.068m.

In addition, schemes put forward for the years 2018/19 - 2020/21 showed a potential shortfall in funding of £8.216m. The detail behind this figure can be found in the report 'Development of 2018/19 - 2020/21 Capital Programme' which was presented to Council on 20th February 2018.

Additional allocations amount to £0.500m.

Actual in year receipts as at Month 9 amount to £2.630m.

The WG Provisional Settlement, issued on 9th October, increased the Council's capital allocation by £0.070m per annum. This therefore represents an increase of £0.140m for the period 2019/20 and 2020/21 above that taken into account when setting the budget in February.

In November 2018, WG announced an additional £100m of capital funding, £50m in 2018/19, £30m in 2019/20 and £20m in 2020/21. Of these, Flintshire's allocations have been confirmed as £2.281m in 2018/19, £1.383m in 2019/20 and an estimated £0.922m in 2020/21.

Taken together this indicates a current funding shortfall of £1.428m over the 3 year period, prior to the realisation of additional capital receipts and/or other funding sources.

1.20 Investment in County Towns

At its meeting on 12th December 2017, the Council approved a Notice of Motion relating to the reporting of investment in county towns. The extent and format of the reporting was agreed at the Corporate Resources Overview and Scrutiny Committee on 14th June 2018.

1.21 Table 6 below shows a summary of the 2017/18 actual expenditure, the 2018/19 revised budget and budgets for future years as approved by Council at its meeting of 20th February, 2018. Further detail can be found in Appendix C, including details of the 2018/19 spend to Month 9.

Table 6

INVESTMENT IN COUNTY TOWNS			
	2017/18 Actual £m	2018/19 Revised Budget £m	2019 - 2021 Budget £m
Buckley / Penyffordd	1.062	5.824	2.382
Connah's Quay / Shotton	8.133	16.123	0.492
Flint / Bagillt	3.180	2.060	0.241
Holywell / Caerwys / Mostyn	1.564	3.641	0
Mold / Treuddyn / Cilcain	6.201	1.764	0
Queensferry / Hawarden / Sealand	1.275	4.316	0
Saltney / Broughton / Hope	0.453	0.462	4.207
To Be Confirmed	0	3.040	7.942
Total	21.868	37.230	15.264

1.22 The inclusion of actuals for 2017/18 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years' prior to 2017/18 has not been included, and the expenditure and budgets reported should be considered in that context.

1.23 There are two significant factors which increase allocations to particular areas, which are homes developed under the SHARP programme, and new or remodelled schools. The impact of these can be seen in the detail shown in Appendix C.

1.24 Some expenditure cannot yet be allocated to specific towns as schemes are not yet fully developed or are generic in nature and not easily identifiable to one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.

1.25 Information on the split between internal and external funding can be found in Appendix C.

1.26 In addition to the information contained in Appendix C, there is also considerable capital expenditure on the HRA Welsh Housing Quality

Standard (WHQS), which was originally outside the scope of this analysis. A summary is provided in Table 7 below, albeit using a slightly different catchment area basis.

Table 7

WHQS Programme		
	2017/18 Actual £m	2018/19 Budget £m
Holywell	0.250	0.550
Flint	2.500	3.950
Deeside & Saltney	1.300	4.550
Buckley	2.500	2.150
Mold	1.500	1.550
Connah's Quay & Shotton	5.500	1.050
Total	13.550	13.800

2.00	RESOURCE IMPLICATIONS
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2.01	Financial implications - As set out in the body of the report.
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2.02	Personnel implications - None directly as a result of this report.
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	No consultation is required as a direct result of this report.
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4.00	RISK MANAGEMENT
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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.
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5.00	APPENDICES
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5.01	Appendix A: Capital Programme - Changes during 2018/19
5.02	Appendix B: Variances
5.03	Appendix C: Investment in Towns

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Capital Programme monitoring papers 2018/19.</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>

MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.

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.

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 2018/19

	Original Budget 2018/19	Carry Forward from 2017/18	Previously Reported			Changes (Current)	Revised Budget 2018/19
			Changes	Carry Forward to 2019/20	Savings		
	£m	£m	£m	£m	£m	£m	£m
Council Fund :							
People & Resources							
Headroom	0.250	0.110	0	0	0	0	0.360
Corporate Finance - H & S	0.000	0.123	0	0	0	0	0.123
	0.250	0.233	0.000	0.000	0.000	0.000	0.483
Governance							
Information Technology	0.408	0.068	0	0	0	0	0.476
	0.408	0.068	0.000	0.000	0.000	0.000	0.476
Education & Youth							
Education - General	0.500	0	(0.100)	(0.179)	0	0	0.221
Primary Schools	1.683	0.059	(0.248)	(0.754)	0	0.226	0.966
Schools Modernisation	13.967	0.000	0.004	0	0	0.998	14.969
Secondary Schools	0.600	0.071	0.478	(0.629)	0	0.075	0.595
Special Education	0.250	0.255	(0.004)	(0.098)	0	0	0.403
	17.000	0.385	0.130	(1.660)	0.000	1.299	17.154
Social Care							
Services to Older People	0	0	0.363	0	0	0	0.363
Learning Disability	1.955	1.735	0	0	0	0	3.690
Children's Services	0	0.433	(0.363)	0	0	0	0.070
	1.955	2.168	0.000	0.000	0.000	0.000	4.123
Planning, Environment & Economy							
Closed Landfill Sites	0	0.250	0	(0.250)	0	0	0.000
Engineering	0	0.414	0	(0.320)	0	0	0.094
Energy Services	0	0	0.100	0	0	0.135	0.235
Townscape Heritage Initiatives	0	0	0.126	0	0	0.040	0.166
Urban/Rural Regeneration	0	0	0	0	0	0.009	0.009
	0.000	0.664	0.226	(0.570)	0.000	0.184	0.504
Streetscene & Transportation							
Waste - CCP Grant	0	1.000	0.403	0	0	0	1.403
Waste - Other	0.500	0	0	0	0	0	0.500
Highways	0.600	1.497	1.704	0	0	0	3.801
Local Transport Grant	0	0	6.110	0	0	1.680	7.790
Solar Farms	0	0.348	0	0	0	0	0.348
	1.100	2.845	8.217	0.000	0.000	1.680	13.842
Strategic Programmes							
Leisure Centres	0.330	0.254	1.384	0	0	0.361	2.329
Play Areas	0	0	0.483	0	0	(0.060)	0.423
Libraries	0	0.110	0	0	0	0	0.110
Theatr Clwyd	0.330	0.089	0.034	(0.074)	0.000	0	0.379
	0.660	0.453	1.901	(0.074)	0.000	0.301	3.241

CAPITAL PROGRAMME - CHANGES DURING 2018/19

	Original Budget 2018/19	Carry Forward from 2017/18	Previously Reported			Changes (Current)	Revised Budget 2018/19
			Changes	Carry Forward to 2019/20	Savings		
	£m	£m	£m	£m	£m	£m	£m
Housing & Assets							
Administrative Buildings	0.600	0.134	0.466	0	0	0.006	1.206
Community Asset Transfers	0	0.755	0	0	0	0	0.755
Affordable Housing	0	0	0	0	0	0.520	0.520
Private Sector Renewal/Improv't	1.800	0	0	0	0	0.120	1.920
	2.400	0.889	0.466	0.000	0.000	0.646	4.401
Housing Revenue Account :							
Buy Back / Strategic Acquisition	0	0	0.500	0	0	0	0.500
Disabled Adaptations	1.051	0	0	0	0	0	1.051
Energy Schemes	0.357	0	0	0	0	0	0.357
Major Works	1.855	0	0	0	0	0	1.855
Accelerated Programmes	0.714	0	0	0	0	0	0.714
WHQS Improvements	18.289	0	0	0	0	0	18.289
SHARP Programme	14.230	0	(9.051)	0	0	(0.977)	4.202
	36.496	0.000	(8.551)	0.000	0.000	(0.977)	26.968
Totals :							
Council Fund	23.773	7.705	10.940	(2.304)	0	4.110	44.224
Housing Revenue Account	36.496	0	(8.551)	0	0	(0.977)	26.968
Grand Total	60.269	7.705	2.389	(2.304)	0.000	3.133	71.192

PEOPLE & RESOURCES

Capital Budget Monitoring 2018/19 - 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
Headroom	0.360	0.000	0.360	0.000	0	0		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Corporate Finance - Health & Safety	0.123	0.000	0.123	0.000	0	0		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Total	0.483	0.000	0.483	0.000	0	0.000			

GOVERNANCE

Capital Budget Monitoring 2018/19 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	0.476	0.059	0.476	0.000	0	0			
Total	0.476	0.059	0.476	0.000	0	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2018/19 - 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	0.221	0.040	0.221	0.000	0	(0.185)			
Primary Schools	0.966	0.435	0.966	0.000	0	(0.756)			
Schools Modernisation	14.969	10.378	14.969	0.000	0	0			
Secondary Schools	0.595	0.216	0.595	0.000	0	(0.637)			
Special Education	0.403	0.190	0.253	(0.150)	(37)	(0.098)	SEN Rolling Programme, projects now planned to be delivered early 2019/20.	Carry Forward - Request approval to move funding of £0.150m to 2019/20	
Total	17.154	11.260	17.004	(0.150)	(1)	(1.676)			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2018/19 - 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
Intermediate Care Fund	0.000	0.002	0.400	0.400		0	Expenditure on various schemes including property works for families with children with complex needs, Glan y Morfa (£0.105m) and Community Equipment (£0.100m)	Funding will be introduced once WG have confirmed final ICF allocations for 2018/19	
Services to Older People	0.363	0.000	0.200	(0.163)	(45)	0	Some expenditure now slipped to 2019/20 plus retention monies	Carry Forward - Request approval to move funding of £0.163m to 2019/20	
Learning Disability	3.690	1.758	3.338	(0.352)	(10)	0	Some expenditure now slipped to 2019/20 plus retention monies	Carry Forward - Request approval to move funding of £0.352m to 2019/20	
Children's Services	0.070	0.005	0.005	(0.065)	(93)	0	Scheme has now been deferred until 2019/20	Carry Forward - Request approval to move funding of £0.065m to 2019/20	
Total	4.123	1.764	3.943	(0.180)	(4)	0.000			

Variance = Budget v Projected Outturn

PLANNING, ENVIRONMENT & ECONOMY

Capital Budget Monitoring 2018/19 - 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	0.000	0.000	0.000	0.000		(0.250)			Expenditure on remedial actions to be determined following extensive monitoring and in accordance with NRW regulations
Engineering	0.094	0.049	0.091	(0.003)	(3)	(0.323)	Additional Works at Flour Mill Reservoir expected to be complete by March, 2019. The FCERM 5 year capital plan is now in its final stages of completion and approval indicating a number of land drainage schemes to be considered within a longer but realistically more deliverable timetable, leading in to 2019/20.		
Energy Services	0.235	0.256	0.256	0.021	9	0.035	Some energyschemes are only claimed in arrears, thereby incurring expenditure prior to funding	Funding will be introduced at outturn to cover total expenditure	
Townscape Heritage Initiatives	0.166	0.159	0.166	0.000	0	0.002	At Dec 2018 the THI project is nearing full completion. Delays with some of the Partnerships have meant that expensive and bespoke orders were not issued until October with delivery not expected until late November.	Grant Scheme due to be completed by March, 2019 following delays on a small number of individual projects.	
Urban / Rural Regeneration	0.009	0.010	0.010	0.001	11	0.003			
Total	0.504	0.474	0.523	0.019	4	(0.533)			

Variance = Budget v Projected Outturn

STREETSCENE & TRANSPORTATION

Capital Budget Monitoring 2018/19 - 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)	1.403	1.351	1.403	0.000	0	0			
Waste Services - Other	0.500	0.003	0.003	(0.497)	(99)	0	Expenditure on transfer station development now taking place in the 2019/20 financial year.	Carry Forward - Request approval to move funding of £0.497m to 2019/20	Dependent on intended projects progressing in 2019/20 by both Denbighshire and Conwy Councils
Highways	3.801	1.859	3.746	(0.055)	(1)	0	Principal inspection works on Flintshire Bridge to take place in 2019/20	Carry Forward - Request approval to move funding of £0.055m to 2019/20	
Local Transport Grant	7.790	2.111	7.790	0.000	0	0			
Solar Farms	0.348	0.002	0.015	(0.333)	(96)	0	Currently developing the design of the scheme which commences in the summer of 2019.	Carry Forward - Request approval to move funding of £0.333m to 2019/20	
Total	13.842	5.325	12.957	(0.885)	(6)	0.000			

Variance = Budget v Projected Outturn

STRATEGIC PROGRAMMES

Capital Budget Monitoring 2018/19 - 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	2.329	2.261	2.329	0.000	0	0			Planned works to be carried out at Mold Leisure Centre and Jade Jones Pavilion to be funded through Prudential Borrowing
Play Areas	0.423	0.417	0.423	0.000	0	0			S106 and Match Funded schemes, money drawn down when scheme is completed
Libraries	0.110	0.004	0.110	0.000	0	0			
Clwyd Theatr Cymru	0.379	0.036	0.379	0.000	0	0			
Total	3.241	2.717	3.241	0.000	0	0.000			

Variance = Budget v Projected Outturn

HOUSING & ASSETS

Capital Budget Monitoring 2018/19 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	1.206	1.154	1.306	0.100	8	0	Works for Ty Dewi Sant brought forward to facilitate staff relocation	Additional Prudential Borrowing in current year, reducing the allocation in 2019/20	
Community Asset Transfers	0.755	0.021	0.755	0.000	0	0		Expenditure is incurred as and when schemes are signed off	Any unspent allocation will be the subject of a carry forward request at outturn
Affordable Housing	0.520	0.520	0.520	0.000	0	0	Expenditure relates to the loan between Flintshire and NEWHomes for the provision of Affordable Housing	Budgets will be introduced as and when schemes are signed off	
Private Sector Renewal/Improvement	1.920	1.162	1.720	(0.200)	(10)	0	DFG spend is customer driven and volatile	Carry Forward - Request approval to move funding of £0.200m to 2019/20	
Total	4.401	2.857	4.301	(0.100)	(2)	0.000			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2018/19 - 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
Buy Back / Strategic Acquisition	0.500	0.415	0.500	0.000	0	0			
Disabled Adaptations	1.051	0.512	1.051	0.000	0	0			
Energy Services	0.357	0.206	0.357	0.000	0	0			
Major Works	1.855	1.537	1.855	0.000	0	0			
Accelerated Programmes	0.714	0.531	0.714	0.000	0	0			
WHQS Improvements	18.289	11.124	18.289	0.000	0	0			
SHARP	4.202	2.535	4.202	0.000	0	0			
Total	26.968	16.859	26.968	0.000	0	0.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2018/19 - 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			
People & Resources	0.483	0.000	0.483	0.000	0	0.000			
Governance	0.476	0.059	0.476	0.000	0	0.000			
Education & Youth	17.154	11.260	17.004	(0.150)	(1)	(1.676)			
Social Care	4.123	1.764	3.943	(0.180)	(4)	0.000			
Planning, Environment & Economy	0.504	0.474	0.523	0.019	4	(0.533)			
Transport & Streetscene	13.842	5.325	12.957	(0.885)	(6)	0.000			
Strategic Programmes	3.241	2.717	3.241	0.000	0	0.000			
Housing & Assets	4.401	2.857	4.301	(0.100)	(2)	0.000			
Sub Total - Council Fund	44.224	24.457	42.928	(1.296)	(3)	(2.209)			
Housing Revenue Account	26.968	16.859	26.968	0.000	0	0.000			
Total	71.192	41.316	69.896	(1.296)	(2)	(2.209)			

Variance = Budget v Projected Outturn

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INVESTMENT IN COUNTY TOWNS - 2017 / 18 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	17/18	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS				
	ACTUAL £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000		
EXPENDITURE																						
HOUSING - HRA																						
SHARP	7,580	63		748	540	1,939		150		4,140									7,040	540	7,580	
EDUCATION & YOUTH																						
21C Schools:-																						
CQ High School	4,764			3,345	1,419														3,345	1,419	4,764	
Holywell High School	365							365											365	0	365	
Penyffordd Amalgamation	407	407																	407	0	407	
School Extension & Remodelling:-																						
Ysgol Glan Aber																			0	0	0	
Castell Alun																			0	0	0	
SOCIAL CARE																						
LD Day Care Facility	310											310							310	0	310	
TRANSPORT																						
Highways Asset Management Plan:-																						
Bridges	489				489														0	489	489	
Street Lighting	3,127		422		356		325		688		546		438		352				0	3,127	3,127	
Highway Maintenance	1,486	156		315		81		240		347		246		101					1,486	0	1,486	
Transport Grant	2,443				921		460		121		856		85						0	2,443	2,443	
DEVELOPMENT / REGENERATION																						
Townscape Heritage Initiative	273						130	143												130	143	273
LEISURE - AURA																						
Leisure Centres	562	14				102				312		134								562	0	562
Synthetic Sports Pitches	62											62								62	0	62
	21,868	640	422	4,408	3,725	2,252	928	755	809	4,799	1,402	752	523	101	352	0	0		13,707	8,161	21,868	

AREA TOTAL

1,062	8,133	3,180	1,564	6,201	1,275	453	0
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INVESTMENT IN COUNTY TOWNS - 2018 / 19 REVISED BUDGET

APPENDIX C (Cont)

TOWN FUNDING	REVISED BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	4,202	60		1,360	310	69		1,890	241	272									3,651	551	4,202
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	9,495			7,583	1,912														7,583	1,912	9,495
Holywell High School	398							398											398	0	398
Penyffordd Amalgamation	5,076		5,076																0	5,076	5,076
Special Extension & Remodelling:-																					
Ysgol Glan Aber	183						183												183	0	183
Castell Alun	100												100						100	0	100
SOCIAL CARE																					
Day Care Facility	3,690											3,690							3,690	0	3,690
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges	70			70															70	0	70
Street Lighting	1,479																1,479		0	1,479	1,479
Highway Maintenance	2,252	479		194		568		388		302		234		87				2,252	0	2,252	
Transport Grant	7,790		205		4,694		132		724		22		177		275		1,561	0	7,790	7,790	
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	166						166												0	166	166
LEISURE - AURA																					
Leisure Centres	2,261	4				942				1,168		147						2,261	0	2,261	
Synthetic Sports Pitches	68											68						68	0	68	
	37,230	543	5,281	9,207	6,916	1,762	298	2,676	965	1,742	22	4,139	177	187	275	0	3,040	20,256	16,974	37,230	

AREA TOTAL

5,824	16,123	2,060	3,641	1,764	4,316	462	3,040
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INVESTMENT IN COUNTY TOWNS - 2018 / 19 ACTUAL TO DATE

APPENDIX C (Cont)

TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	2,535	(63)		1,614		64		737		184									2,535	0	2,535
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	7,630			6,318	1,312														6,318	1,312	7,630
Holywell High School	398							398											398	0	398
Penyffordd Amalgamation	2,355		2,355																0	2,355	2,355
School Extension & Remodelling:-																					
Ysgol Glan Aber	52							52											0	52	52
Castell Alun																			0	0	0
SOCIAL CARE																					
Day Care Facility	1,758											1,758							1,758	0	1,758
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges	15			15															15	0	15
Street Lighting	560																560		0	560	560
Highway Maintenance	1,304															1,304			0	1,304	1,304
Transport Grant	2,111				501												1,610		0	2,111	2,111
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	159							159											0	159	159
LEISURE - AURA																					
Leisure Centres	2,147	3				937				1,167		41							2,147	0	2,147
Synthetic Sports Pitches	113											113							113	0	113
	21,136	(61)	2,355	7,947	1,813	1,001	211	1,136	0	1,350	0	1,912	0	0	0	0	3,473		13,285	7,852	21,136
AREA TOTAL			2,294		9,760		1,212		1,136		1,350		1,912		0		3,473				

INVESTMENT IN COUNTY TOWNS - 2019 - 2021 BUDGET

APPENDIX C (Cont)

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	6,070																6,070		6,070	0	6,070
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	492			492															492	0	492
Holywell High School																			0	0	0
Penyffordd Amalgamation																			0	0	0
School Extension & Remodelling:-																					
Tylgol Glan Aber	241					241													241	0	241
Castell Alun	4,207												4,207						4,207	0	4,207
SOCIAL CARE																					
Maneyfield Residential Home	2,382	2,382																	2,382	0	2,382
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges																			0	0	0
Street Lighting																			0	0	0
Highway Maintenance	1,200																1,200		1,200	0	1,200
Transport Grant																			0	0	0
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative																			0	0	0
LEISURE - AURA																					
Leisure Centres																			0	0	0
Synthetic Sports Pitches	672																672		672	0	672
	15,264	2,382	0	492	0	241	0	0	0	0	0	0	0	4,207	0	7,942	0	15,264	0	15,264	

AREA TOTAL

2,382	492	241	0	0	0	4,207	7,942
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CABINET

Date of Meeting	Tuesday, 19 th February 2019
Report Subject	Digital Strategy Update
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Officer (Governance)
Type of Report	Operational

EXECUTIVE SUMMARY

Following the update report to Cabinet in November 2019, the Digital Customer Programme Manager (DCPM) has drawn up a single digital programme plan, which will help us to more effectively manage our limited resources and make better informed choices around prioritisation.

We have also defined a number of design principles which we will apply to every project at the design stage to ensure that we are consistently moving towards an agreed digital vision for Flintshire. This will allow us to track progress to modernise and 'mature'; whilst also providing assurance that the different projects we implement will all work effectively together to deliver the best services we can for our customers.

A number of key issues around the digital strategy were explored with Members in a briefing session in January 2016; specifically:

- A reminder of why we need to progress the rollout of digital services;
- An explanation of how we will ensure that no one in our communities is excluded as a result of the addition of online services;
- An overview of current digital services and the lessons we learned in delivering them; and
- A description of the next phases of functionality which will be launched.

It is recognised that the development and delivery of the Digital Strategy is a long term commitment and will require ongoing engagement and dialogue with services, customers and elected members. Accordingly, there is a commitment to ongoing reporting to and conversation with Members as delivery gets properly underway.

RECOMMENDATIONS

1.	That the key points arising from January's briefing for elected Members on the development of online functionality for customers be noted
2.	That the design principles and programme for the delivery of the Digital Strategy be approved.

REPORT DETAILS

1.00	DIGITAL STRATEGY FRAMEWORK
1.01	<p>Following the report in November 2018 on establishing a combined contact centre for the Council, the Digital Customer Programme Manager consulted all portfolios on:</p> <ul style="list-style-type: none">• how their services could/should be modernised and which tasks could be transferred to the contact centre; and• the range of IT projects this would require.
1.02	<p>To ensure that we are applying consistent standards in the way we design projects and modernise services, a number of design principles have been agreed. All of our projects will be evaluated at the design stage to ensure that they will help us to move consistently forwards against the following core principles:</p> <ul style="list-style-type: none">• customers will be able to report and manage service requests from their account on the web;• customers will be able to get in touch using a range of different channels, including, for example, online, by email, webchat or social media. These channels will be integrated with our business processes so that we can respond to them efficiently;• staff will be able to raise requests on behalf of customers using mobile devices while they are out and about, without having to return to the office;• we will create a single view of the customer, which provides an overview of all contacts in one place;• our staff will be mobile and able to access information and do their jobs at first point of contact with customers, without having to come into the office to update systems;• staff will be able to take payments and capture electronic signatures using mobile devices to allow services to be completed at the first point of contact;• information captured by mobile device will automatically update back office systems;• our core infrastructure will modernise and take advantage of cloud technology where it is appropriate and cost-effective to do so;• we will introduce data mastering principles, which will give us better flexibility to design business processes across portfolios

	<p>and across partners</p> <ul style="list-style-type: none"> • when we implement projects, we will create management information and business intelligence reports which will make it easier to manage and direct our services. <p>We recognise that projects will not be able to deliver all of these elements from the beginning, so we will put systems in place to capture our journey as the programme is delivered.</p>
1.03	<p>In working with portfolios, the Digital Customer Programme Manager also created a combined digital programme plan as the baseline for delivery, consolidating a number of previously standalone plans. This digital programme contains the essential works which need to be resourced before we can consider making further choices around priorities. Categories for essential works are identified as:</p> <ul style="list-style-type: none"> • Upgrades and investment to the core infrastructure which are required to keep it operating; • Legislative and compliance-related work; • Essential replacements of business systems; • Approved priorities. This currently only includes projects required to deliver the council's agreed shift to an integrated contact centre. <p>The high level programme is attached as a high level diagram in Appendix A.</p>
1.04	<p>A governance framework has also been developed which will be used to manage requests submitted for changes to the programme. This will ensure that:</p> <ul style="list-style-type: none"> • priorities remain up to date and that the plan is achievable within our capacity to deliver; • each project will be evaluated to understand how it helps us to achieve our defined vision and set of objectives; • The design for each project fully considers how technology and data will work with business processes to make the service efficient and easy for both staff and customers.
1.05	<p>As discussed in the briefing with Elected Members on 16th January, this programme and framework will translate into a range of specific capabilities which will allow customers to access a growing range of services and information online.</p>

2.00	ELECTED MEMBERS' DIGITAL STRATEGY BRIEFING AND THE WAY FORWARD
2.01	<p>A briefing session was held for members on 16th January 2019. It focused on four key areas:</p> <ul style="list-style-type: none"> • a reminder of the rationale for the shift to online services;

	<ul style="list-style-type: none"> • discussion on the commitment to ensure that we proactively manage against digital exclusion; • a summary of the progress that has already been made; and • an overview of the roadmap for next steps.
2.02	<p>The session identified the following issues as being important to members:</p> <ul style="list-style-type: none"> • digital exclusion; • ensuring that there is a clear workflow from an on line request for services to the delivery of those services by officers; • preserving the ability of members to assist their residents.
2.03	<p>Despite the increasing trend towards the on line availability of services, we recognise that the people in society who do not have access to the internet are often the most vulnerable people in our communities. We need to ensure that the way we design digital services does not exclude them or make their lives even more difficult. In implementing our Digital Strategy, we will ensure that access to a service is maintained for people who do not have the skills or confidence to self-serve online.</p>
2.04	<p>A number of lessons have been learned through the implementation of existing digital services. In particular, we will make sure that services are ready to shift and work in a different way and that there has been sufficient communication with customers in advance so that they are aware of the changes before they happen.</p>
2.05	<p>Members did express some concern that, with a shift to digital self-service online, they may lose visibility of issues within their ward; thereby making it more difficult for them to be effective in supporting their constituents. It was noted that work is underway to provide Members with an overview of issues reported in their ward, which will help to mitigate that risk and ensure that we retain transparency. Further consultation with members on this will be scheduled for later in 2019.</p>
2.06	<p>The next phases of functionality to be digitised are:</p> <ul style="list-style-type: none"> • the launch of the Flintshire 'My Account' from the website, which will provide customers with the ability to raise and monitor requests, view information on their councillor, view planning applications and access information on bin collections. • the addition of a portal for Housing tenants in March, which will allow them to view tenancy details, view their rent account and make payments, view repairs and key information, such as gas servicing due dates. • the launch of an end-to-end pothole processing system, which will push reported incidents directly to inspectors on their mobile devices; enabling the end-to-end completion of jobs directly from the point it is reported.
2.07	<p>A commitment was given to arrange demonstrations to members of digital services prior to them being launched, to ensure that Members have the opportunity to know what is happening and can, therefore,</p>

	<p>Speak more confidently to people in their wards if any questions are asked.</p>
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3.00	RESOURCE IMPLICATIONS
3.01	<p>The Digital Customer work stream has an invest to save budget allocation of £550k. This is funding three new posts, all of whom are contributing to the delivery of the Digital Customer project; namely:</p> <ul style="list-style-type: none"> • Digital Customer and Community Resilience Programme Manager; • Customer Transaction Officer (responsible for process design and web content review); • Income and Marketing Programme Manager. <p>In addition to these posts, staff from across the authority are actively involved in delivery of the Digital Strategy. The IT team have aligned their Business Plan directly to the Digital Strategy, with all other services required to support the redesign of business processes and systems as projects get underway across the authority. Resource management will be a key challenge which will require ongoing review and possible re prioritisation.</p>

4.00	CONSULTATIONS REQUIRED/CARRIED OUT
4.01	<p>This strategy will involve the delivery of a large number of projects, some of which may have implications for staffing structure and roles as we move forwards. With the exception of phase 1 of the contact centre, the exact details of this are currently unknown, but employees who are affected will be fully engaged, with HR and Trade Union involvement.</p> <p>The strategy also commits to ongoing internal and external communications to raise awareness and encourage involvement as Flintshire’s digital services evolve. Aligned to our commitment to ensure that we do not exclude vulnerable members of our communities, we will proactively with customers and key frontline staff to ensure that we have mechanisms for support in place for those who need it.</p>

5.00	RISK MANAGEMENT
5.01	<p>Key risks and mitigations include:</p> <ul style="list-style-type: none"> • The organisation struggles to resource the delivery of projects in the digital programme concurrently: Governance arrangements have been put in place to ensure that as new projects or requests emerge, these are considered alongside other priorities to ensure we are focusing on the right things, without overcommitting. Chief Officers recognise that this is a long-term commitment and we will have to make choices about what we can deliver and the timescales in which it can be delivered. • Reputational risk of providing a poor online service: We have

	<p>agreed a number of design principles which will underpin the solution we create online. This is aimed at making the online experience as easy as possible for customers and citizens. This will make best use of the technology and ensure that the user experience is consistent across services.</p> <ul style="list-style-type: none"> • Focus on digital service provision excludes vulnerable members of our communities: As we improve the information available online and make it easier for people to access online services 24/7, we will look to promote the capability and direct people online. However, non-digital services will be retained for those who do not have access or are not confident to access services online. This will include support to get new skills if people want to, via the Connects centres and libraries. No one will be refused service access in any way as a result of not being able to go online.
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6.00	APPENDICES
6.01	Appendix A – Digital Programme.

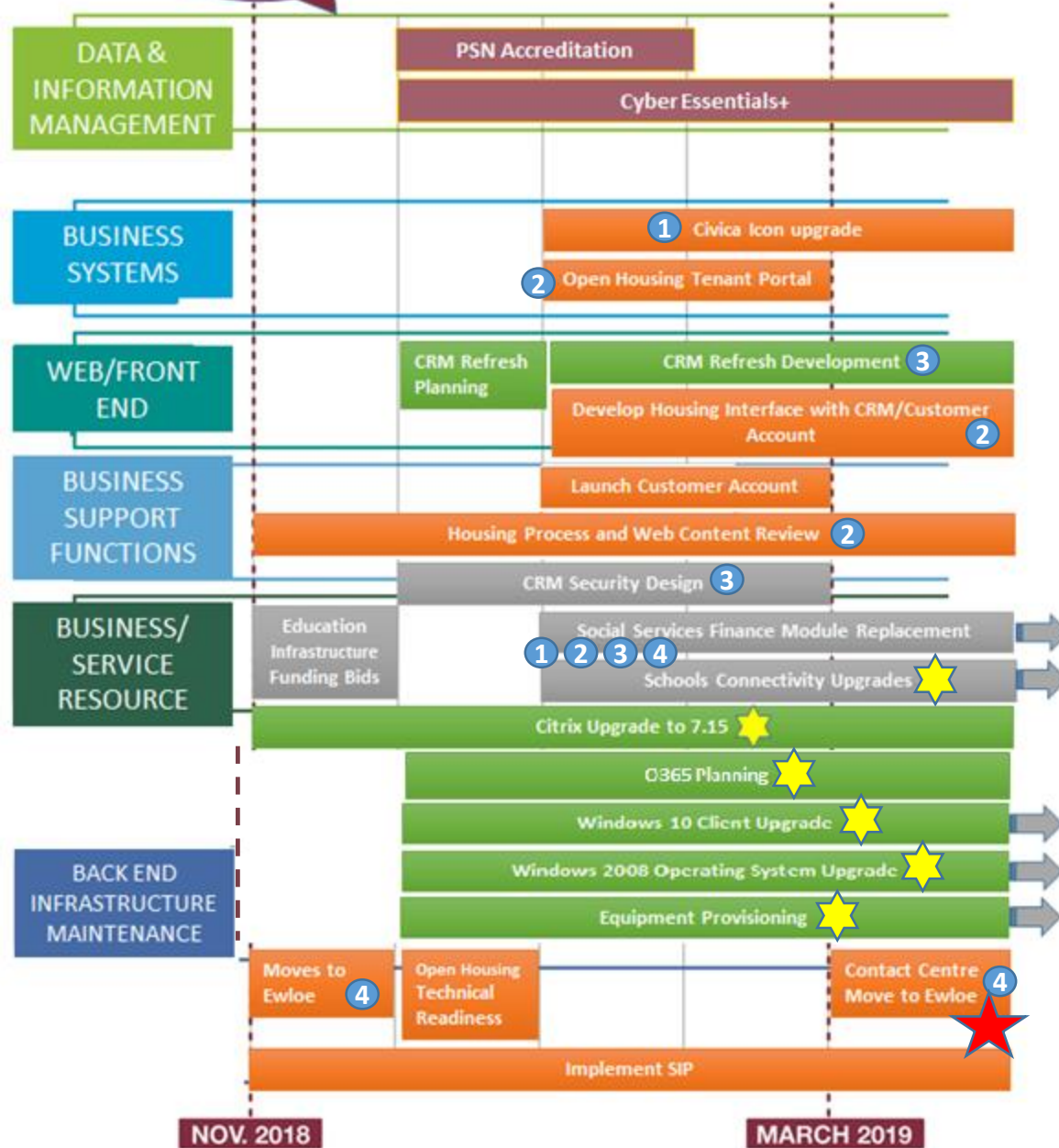
7.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
7.01	<p>Contact Officer: Gareth Owens, Chief Officer Governance Telephone: 01352 702344 E-mail: Gareth.Legal@flintshire.gov.uk</p>

8.00	GLOSSARY OF TERMS
8.01	<p>Design principles: principles which will be applied as new functionality is created online to ensure that the experience for users is as easy as it can be and, across different services, is consistent.</p> <p>Digital Customer: a work stream within Flintshire’s Digital Strategy which aims to build the capability for customers and citizens to access our services online, both via improved and easier to use systems, but also through improvements to the information which can be accessed via the website.</p> <p>Core infrastructure: the technical base on which business systems sit and, therefore services run. This includes web connections, servers, telephony etc. If this base is not solid, responsive or flexible, systems cannot deliver or modernise effectively.</p> <p>Digital exclusion: a disadvantage caused to a customer or group of customers as a result of services moving online and their inability to access them; either through lack of access to technology or the skills and confidence to do so.</p>

	Roadmap: a plan which sets out intentions and direction of travel, with high level milestones identifying when new functionality will go live.
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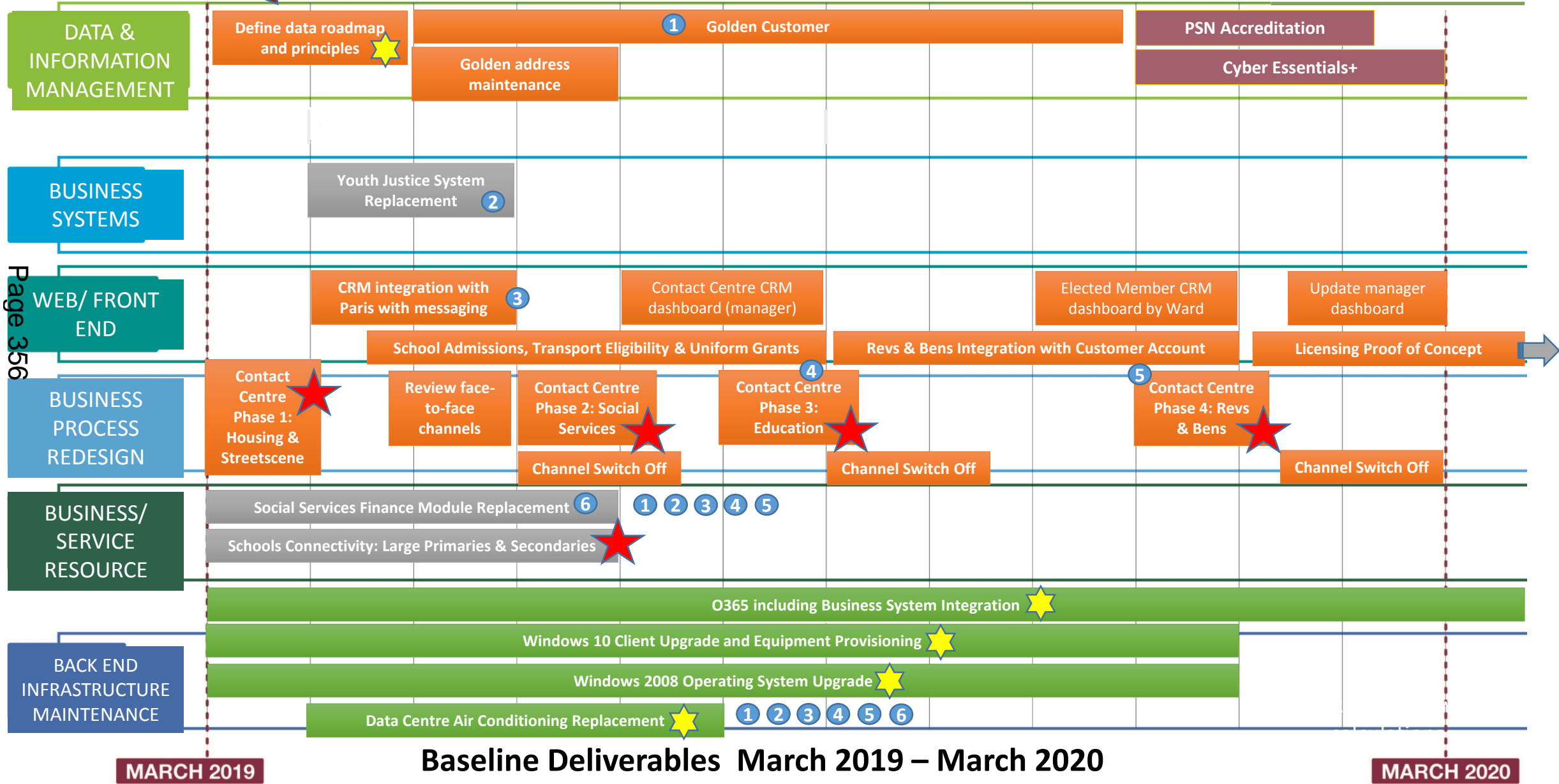
ICT & Business



Key:

- Technical Essentials
- Business Essentials
- Politically agreed corporate priorities
- Legislative compliance
- Resourced within BAU calculations
- Digital Milestone

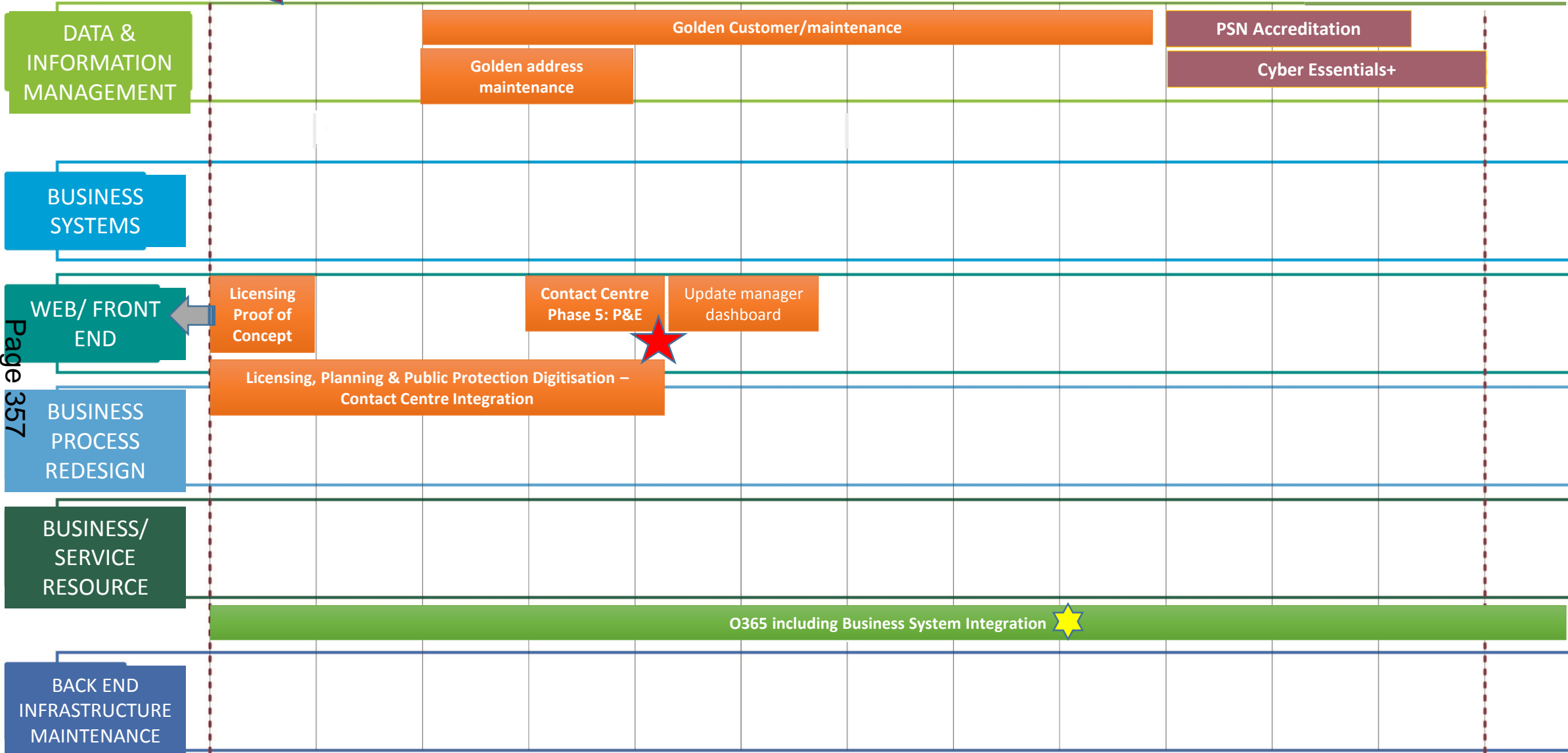
Flintshire Digital Programme





ICT & Business

Flintshire Digital Programme



Page 357

MARCH 2020

Baseline Deliverables March 2020 – March 2021

MARCH 2021

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CABINET

Date of Meeting	Tuesday, 19 th February 2019
Report Subject	Annual Corporate Safeguarding Report
Cabinet Member	Cabinet Member for Social Services Cabinet Member for Education
Report Author	Chief Officer (Social Services) Chief Officer (Education & Youth)
Type of Report	Operational

EXECUTIVE SUMMARY

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

The Wales Audit Office (WAO) published a report in July 2015: 'Review of Corporate Safeguarding Arrangements in Welsh Councils. The WAO found that many of the corporate safeguarding responsibilities within local authorities across Wales were underdeveloped and not well understood. The Corporate Safeguarding Panel was established in response to this report.

The purpose of this report is to set out the work being undertaken to ensure that the Council fulfils its safeguarding responsibilities and present the Annual Corporate Safeguarding report for approval before publication. The Corporate Safeguarding Panel Annual Report 2018 is attached as Appendix 1.

RECOMMENDATIONS

1	Cabinet is assured that work is being undertaken to improve corporate arrangements for safeguarding children and adults.
2	Cabinet approve the Corporate Safeguarding Annual Report 2018 prior to publication.

REPORT DETAILS

1.00	EXPLAINING THE CORPORATE SAFEGUARDING PANEL ANNUAL REPORT
1.01	Safeguarding is the responsibility of all services across the Council, not just those that work directly with children and vulnerable people. The Council's responsibilities for safeguarding is set out in legislation including the Social Services and Well-being (Wales) Act 2014. This Act was implemented in April 2016 and created a duty on all local authority employees, elected members and relevant partners to report any actual or suspected incidents of abuse or harm.
1.02	In 2015, the WAO examined the corporate assurance arrangements within councils and the extent to which they are operating, effective management and assurance processes and controls for safeguarding children. The WAO found that many of the corporate safeguarding responsibilities within local authorities across Wales were underdeveloped and not well understood.
1.03	A Corporate Safeguarding Panel was established in December 2015 to ensure that there are robust arrangements for protecting children, young people and adults. The Panel will ensure that the Council fulfils its safeguarding duties corporately and in partnership with other statutory agencies. It is jointly chaired by the Chief Officer, (Social Services) and Chief Officer (Education and Youth) and comprises designated Safeguarding Leads from every Portfolio. The Cabinet Member, Social Services and Cabinet Member, Corporate Management are also members of this Panel.
1.04	<p>The Corporate Safeguarding Panel Annual Report 2018 sets out progress that has been made to ensure there are robust corporate safeguarding arrangements in place. The report identifies action that has been undertaken to date including:</p> <ul style="list-style-type: none">• provision of drama style safeguarding training available for both employees and elected members;• publication of a regular Safeguarding Bulletin to increase employee awareness of safeguarding issues;• incorporating safeguarding clauses within contractor terms and conditions for passenger transport services and requiring drivers to attend safeguarding training;• signing up to the Welsh Government's Code of Practice: Ethical Employment in supply chains. This commits the Council to a set of actions to tackle illegal and unfair employment;• identifying corporate safeguarding as a priority in the Council Plan 2018/19;• completion of an audit, by Internal Audit, of the role of the Corporate Safeguarding Panel in raising awareness across the Council as a whole.
1.05	The recommendations identified by the Internal Audit report are reported to the Corporate Resources Overview and Scrutiny Committee who monitor progress to completing necessary actions.

1.06	The report also identifies good news stories including how concerns raised by a Council sub-contractor regarding the safety of a child resulted in Social Services intervention. The child is now living in foster care and the parents are being supported and engaging with services. This shows the importance of all employees and contractors reporting concerns, ensuring appropriate investigations and actions are taken.
1.07	The key actions to be completed during 2019 by the Corporate Safeguarding Panel are set out in the annual report and include: <ul style="list-style-type: none"> • Continue to deliver safeguarding training across the Council to ensure all employees receive training, including development of an e-learning module. • Raise public awareness of safeguarding, including modern slavery, to ensure people recognise the signs and encourage increased reporting. • Ensure contractors understand the importance of safeguarding and safeguarding is embedded within contracts. • Ensure the Council and Corporate Safeguarding Panel is represented at key events, such as the Regional Safeguarding Conference. • Continue raising awareness of exploitation which was the theme of national Safeguarding Week 2018. • Participate in national Safeguarding Week 2019.
1.08	A “Tackling Modern Slavery” e-learning module and a Safeguarding e-learning module are now available on Flintshire Academi Learning Pool. All employees will be encouraged to complete this modules to increase their awareness.

2.00	RESOURCE IMPLICATIONS
2.01	There are financial implications for rolling out a training programme to ensure employees have the skills and knowledge for the Council to identify potential safeguarding issues and know how to make a referral. All portfolios have made a financial contribution to a corporate budget for safeguarding training.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Relevant services have contributed to the content of the annual report.

4.00	RISK MANAGEMENT
4.01	The work programme of the Corporate Safeguarding Panel supports the Council to meet its statutory obligations in the safeguarding of all children, young people and adults. Not having appropriate, clear policies and

	procedures in place, and lack of awareness and knowledge of safeguarding within the organisation, could put children, young people and adults at risk.
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5.00	APPENDICES
5.01	Corporate Safeguarding Panel Annual Report 2018.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Review of Corporate Safeguarding Arrangements in Welsh Councils - Wales Audit Office 2015</p> <p>Contact Officer: Fiona Mocko Strategic Policy Advisor Telephone: 702122 E-mail: fiona.mocko@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	Safeguarding: is about protecting children and adults from abuse or neglect and educating those around them to recognise the signs and dangers.



Flintshire County Council

Corporate Safeguarding Panel

Annual Report 2018

Corporate Safeguarding Annual Report 2018

Foreword

Safeguarding of children and adults is important and we all have a role to play to keep children and adults safe. We take this responsibility seriously; this corporate annual report and sets out the actions we have taken to fulfil and go beyond our statutory duties.

A Corporate Safeguarding Board has been established and includes representation from all Portfolios to ensure that all services integrate safeguarding awareness into the way they work.

We are pleased to report that we have developed a Corporate Safeguarding policy, ensuring that employees, elected members and volunteers are aware of their responsibilities. We offer a range of training opportunities to raise employees' awareness, supporting them to recognise signs of potential safeguarding issues and respond quickly and appropriately. We are committed to maintaining the profile of safeguarding and have agreed a communication plan which includes publishing a regular safeguarding workforce newsletter.

Safeguarding is everyone's responsibility and we have been active since becoming established; raising the profile with members of the public and with Council contractors. This included incorporating safeguarding training within contracts for Transport providers. We participated in national Safeguarding Week to promote awareness in the local community and employees..

Whilst recognising that we have much to do, we are confident that we are putting in place solid foundations on which to build and ensure safeguarding is embedded across the Council.



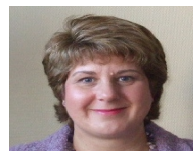
Councillor Christine Jones
Cabinet Member for Social Services



Councillor Billy Mullin
Cabinet Member for Corporate
Management and Assets



Neil Ayling
Chief Officer Social Services
Joint Chair of Safeguarding Panel



Claire Homard
Chief Officer Education and Youth
Joint Chair of Safeguarding Panel

Background

- 1.1 The Corporate Safeguarding Panel was established in response to a Wales Audit Office (WAO) report in July 2015: 'Review of Corporate Safeguarding Arrangements in Welsh Councils'. The WAO reported that many of the corporate safeguarding responsibilities within local authorities across Wales were not well understood and identified that corporate safeguarding responsibilities needed to be fully integrated with the work of other services. The report by the WAO identified eight recommendations for councils, including ensuring there is "a corporate countywide policy on safeguarding covering all council services":
- 1.2 The Council's responsibilities for safeguarding is set out in legislation including the Social Services and Well-being (Wales) Act 2014. This Act was implemented in April 2016 and created a duty on all local authority employees, elected members and relevant partners to report any actual or suspected incidents of abuse or harm.
- 1.3 A Corporate Safeguarding Panel was established to ensure that there are robust arrangements for protecting children, young people and adults. The Panel will ensure that the Council fulfils its safeguarding duties corporately. It is jointly chaired by the Chief Officer, Social Services and Chief Officer, Education and Youth and comprises a designated Safeguarding Lead from every Portfolio. The Cabinet Member, Social Services and Cabinet Member, Corporate Management as the Council's safeguarding champions are also members of this Panel. The terms of reference for the Corporate Safeguarding Panel are attached (Appendix 1).
- 1.4 Flintshire County Council is also a member of the North Wales Safeguarding Children's Board (NWSCB) and North Wales Safeguarding Adults' Board (NWSAB). Flintshire County Council's Chief Officer Social Services is the chair of the North Wales Safeguarding Adults' Board. The Annual Report of the North Wales Safeguarding Boards can be found [here](#).
- 1.5 In the Regional Safeguarding Annual Report, Flintshire Social Services reported that during 2017/18, Child Sexual Exploitation (CSE) remains a Corporate Priority with corporate agreement to continue funding Flintshire's Victim Contact Team for a further two years to support the victims of CSE. An independent review of the support offered to an individual through the Victim Support Team identified that the Team "worked diligently to ensure that best practice and professional standards were consistently maintained" with staff reporting that "they had the time and flexibility to ensure a needs-led approach".

Key Achievements

2.1 As a Corporate Safeguarding Panel we set ourselves an initial work programme and completed all we set out to do. This included developing a Corporate Safeguarding Policy. We are also producing regular Safeguarding workforce newsletters as part of our communication plan, ensuring that we maintain the profile of safeguarding. Safeguarding has also continued to be a sub priority in the Council Plan 2018/19.

2.2 Training:

- ✓ Over 700 employees have attended drama based training delivered by [AFTA Thought](#), raising awareness of safeguarding issues. Further theatre style training is being planned.
- ✓ There was representation from a range of services at the Regional Safeguarding Conference in November 2018.
- ✓ Schools participated in Safeguarding Week, which included - Safeguarding leads attending briefing sessions and Safeguarding Level 2 training provided to schools.
- ✓ North Wales Police developed three podcasts about child sexual exploitation:
 - What is Child Exploitation
 - Know the signs
 - What you need to doThese have been shared with different teams across the Council, all Chief Officers are being asked to share these with their senior management teams.
- ✓ North Wales Police provided two sessions on Prevent, attended by 68 employees.
- ✓ Safeguarding awareness is included on the Corporate Induction programme and is delivered by Coleg Cambria.
- ✓ Safeguarding e-learning modules are being developed and will be available on Flintshire Academi.

2.3 Initiatives to raise awareness of safeguarding:

- ✓ Across North Wales, alongside other public bodies, we tweeted messages to raise awareness of hate crime during Hate Crime week in October 2018, published a press release and circulated posters and leaflets throughout the community.
- ✓ We participated in Safer Internet day in February 2018 and tweeted messages to the public about how to keep safe on line. We also displayed key messages on public television screens in Council buildings.
- ✓ A regular Safeguarding workforce newsletter is published and promoted to all employees, keeping them up to date with safeguarding news and promoting the role of the Corporate Safeguarding Panel.
- ✓ A dedicated Safeguarding section is available on the intranet and website.
- ✓ Theatr Clwyd worked closely with the Youth Service to develop an interactive workshop, using live performance, to explore the issues arising from Sexual Consent. In a safe and supportive environment, young people will be exploring what makes a healthy relationship, the effects of alcohol and drugs on decision making, and finally, how the law works in relation to Consent. This workshop is being delivered in both English and Welsh in secondary schools in Flintshire.



Consent

2.4 Procurement

- ✓ We have included a safeguarding statement within the Contract Procedure Rules. Some services have now included a standard safeguarding clause within contracts including transport providers. Escorts, bus drivers and supervisors are also receiving safeguarding training.
- ✓ The Council also signed up to the Welsh Government's Code of practice: Ethical employment in supply chains, which commits the Council to a set of actions that tackle illegal and unfair employment practices. This includes developing a Modern Slavery Statement.

Prevent Strategy

- 3.1 Prevent is one of four strands of the government's counter terrorism strategy and aims to stop people becoming terrorists or supporting terrorism. Prevent works at the pre-criminal stage by using early intervention to encourage individuals and communities to challenge extremist and terrorist ideology and behaviour. The other strands of the counter terrorism strategy are:
- Pursue: to stop terrorist attacks
 - Protect: to strengthen our protection against terrorist attack
 - Prepare: where an attack cannot be stopped to mitigate its impact.
- 3.2 The Council, as a specified authority under the Counter Terrorism and Security Act 2015 has a general duty, "when exercising its functions, to have due regard to the need to prevent people from being drawn into terrorism'. The Prevent duty guidance sets out an expectation that local authorities will:
- establish or make use of an existing multi agency group to agree risk, co-ordinate Prevent activities and monitor the impact of Prevent work;
 - use existing counter terrorism profiles to begin to assess the risk of individuals being drawn into terrorism;
 - engage with Prevent Co-ordinators, schools, universities, colleges, local prisons, probation services, health, immigration enforcement and others as part of the risk assessment process;
 - mainstream the Prevent duty so it becomes part of day to day work of the authority, in particular children's safeguarding;
 - any local authority that assesses, through the multi –agency group that there is a risk will be expected to develop a Prevent Action plan; and

- ensure front line staff have a good understanding of Prevent, are trained to recognise vulnerability to being drawn into violent extremism or terrorism and know what to do if they have any concerns about an individual.

3.3 We have undertaken a self-assessment against the Prevent duty guidance, this has helped to identify areas where we need to make progress and areas of good practice, namely:

- ✓ The Chief Officer, Social Services, represents the Council on the Regional Contest Board.
- ✓ A Channel Panel is in place, and there is an agreed process for the referral of those identified as being at risk of radicalisation.
- ✓ Extensive training is on- going within the Education Service and schools, ensuring employees know what to do if they have concerns about an individual being drawn into extremism. To date all schools have received training.
- ✓ The Council's ICT policy ensures that users cannot access extremist materials.
- ✓ Policies are in place to monitor IT usage in school.
- ✓ North Wales Prevent Toolkit has been shared with all schools. The 'Toolkit' gives clear guidance on how to complete risk assessments and highlights the importance in doing so.
- ✓ Co-ordinated information is provided to schools for their adoption and implementation.
- ✓ A comprehensive training programme was delivered to all schools in March and April.
- ✓ North Wales Police provided additional training sessions to some schools.
- ✓ 'Me and You' training was made available to school employees.

Child Sexual Exploitation (CSE)

4.1 Model lesson plans were developed and piloted for schools to deliver Child Sexual Exploitation (CSE) lessons for Years 9, 10 and 11 using Barnardo's resources. This will complement the drama production focusing on CSE that pupils received in Years 7 and 8 at the end of the summer term 2017 and September 2017. Training for Personal and Social Education Co-ordinators on use of the lesson plans and resources took place during Safeguarding Week 2018.

Internal Audit review of Corporate Safeguarding

5. Internal Audit undertook a review of corporate safeguarding arrangements, the outcomes of this have informed the forward work programme of the Corporate Safeguarding Panel. Progress to meeting the recommended actions is monitored through the Corporate Resources Overview and Scrutiny Committee.

How we have performed

Performance Indicators

Performance Indicator	2017/18
% of employees receiving safeguarding training as they receive induction	Safeguarding is now included within the Corporate Induction and delivered by Coleg Cambria.
Referral rates from services other than Social Services	14
% of adult protection referrals completed where the risk has been managed	100%
% of reviews of children on the Child Protection register due in the year that were carried out within the statutory timescales	98%
% of initial child protection conferences that were due in the year and were held within 15 working days of the strategy discussion	91%
Percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	100%
% of councillors attending safeguarding training	38%

Raising Awareness of Female Genital Mutilation

A Key stage 3/4 Female Genital Mutilation (FGM) lesson was piloted in the Alun School Council (comprised of pupils from Year 8 to Year 13) and the Deputy Head teacher. This was delivered by Spectrum; the aim of the Spectrum Project (Hafan Cymru) is to promote the importance of healthy relationships and raise the awareness of children, young people and adults about the issues of domestic abuse, sexual violence and gender based violence. Spectrum is an All Wales Programme that is delivered by qualified and experienced teachers in Primary and Secondary Schools. Following the pilot project, the lesson was delivered to all Year 8 pupils in the school. During the academic year 2017/18, 236 Year 8 pupils attended this training.

Some of the feedback received from pupils included the following in response to the question:

Do you think it is important for young people to know about FGM?

“Yes so they can help stop it.”

“Yes because I now know that it is an illegal action.”

“Yes because it can happen when you’re young, young people must be aware.”

I think it’s important because it can happen anywhere and to anyone and you might not know about it.”

“It is important because if a young person suspects it is happening they can call someone.”

“Yes because it is an important subject and it will be easier to stop it if more people know about it.”

As a result of this pilot project, lessons on FGM have been incorporated into Spectrum’s lesson matrix is available to high schools across Wales.

DangerPoint

DangerPoint, a safety education centre subsidised by the Council to support attendance by Flintshire primary school children, has been part of a longitudinal research project undertaken by the University of Chester.

The results from the third year of the research project highlights that DangerPoint is fulfilling its aims and objectives and meeting its mission statement, in effectively raising awareness and departing knowledge on all things safety related.

This can be seen through the consistently high retention rate of children attending, showing that despite their being a four month gap in time between the evaluation questionnaire and the re-test, the children could still recall the vital information that they learnt at DangerPoint.

This average retention rate has consistently increased, with this year's result being higher than the two previous years, suggesting that DangerPoint's methods remain consistently effective in educating children and young people in safety and potential dangers on a long-term basis.

Safeguarding a vulnerable person

An anonymous referral was received by the Council's Children's First Contact team from an employee of a sub-contractor who attended a property in Flintshire. During the duration of the visit the sub-contractor observed a male in the property who he assumed was the father, to unlock a bedroom door, bring out a small child aged around 4-5 years and take him to the toilet. The male then returned the child to the bedroom and locked the door again. The door was only unlocked again to take food to the child and the child remained locked in the room for the remainder of the visit.

As a consequence of the report to Social Services, a home visit was initiated by a social worker and the child spoken to alone in school. The child disclosed a concerning history of not being fed, locked in a room, given cold baths and made to sit out of the way from other family members. Other concerning allegations were made as the case progressed.

Due to the immediate concerns for the safety of the children, an application was made to the Court and a Care Plan of removal was agreed to protect the children. The children are currently living in foster care and the parents are being supported and engaging with services.

Key priorities 2019

The key priorities for 2019 are:

- Continue to deliver safeguarding training across the Council to ensure all employees receive training, including development of an e-learning module.
- Raise public awareness of safeguarding, including modern slavery, to ensure people recognise the signs and encourage increased reporting.
- Ensure contractors understand the importance of safeguarding and safeguarding is embedded within contracts.
- Ensure the Council and Corporate Safeguarding Panel is represented at key events, such as the Regional Safeguarding Conference.
- Continue raising awareness of “Exploitation” which was the theme of national Safeguarding Week 2018 and is a theme for the Regional Safeguarding Boards’ Business Plans.
- Continue to participate in national Safeguarding Week 2019.

Appendix 1

FLINTSHIRE COUNTY COUNCIL CORPORATE SAFEGUARDING PANEL TERMS OF REFERENCE

1. Purpose

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

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

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

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

2. Responsibilities of the Panel

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

2.2 To ensure that the Council and its services are fully aware of the legislation and policy pertaining to safeguarding.

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

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

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

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

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

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

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

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

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

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

3. Membership

3.1 Membership of the group will include:

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

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

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

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

4. Governance Arrangements

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

4.2 Business support will be provided through Corporate Services

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

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

4.5 Reporting to Scrutiny Committees and Cabinet

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

EXERCISE OF DELEGATED POWERS – DECISIONS TAKEN

Housing and Assets

- **Sale of Land at Ffordd Llanarth, Phase 2, Connah's Quay**

The subject land comprises a greenfield site extending to approximately 3.14 acres fronting Ffordd Llanarth and adjacent to the existing District Retail Centre.

Copies of the Delegated Powers reports are on deposit in the Team Leader's Room, Committee Services.

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**FLINTSHIRE COUNTY COUNCIL FORWARD WORK PROGRAMME ITEMS
COUNCIL, CABINET, AUDIT AND GOVERNANCE & SCRUTINY
1 February 2019 TO 31 July 2019**

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
February					
Corporate Resources Overview & Scrutiny Committee	14/02/19	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	14/02/19	Finance	Revenue Budget Monitoring 2018/19 (Month 9) and Capital Programme Monitoring 2018/19 (Month 9) To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account and the latest position on the Capital Programme 2018/19 (based on actual income and expenditure as at Month 9 projected forward to year end).	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/02/19	Overview and Scrutiny	Quarter 3 Council Plan 2018/19 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 2018/19.	Operational	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/02/19	Chief Executive's	Development of Capital Programme 2019/20 - 21/22 To present the Capital Programme for the period 2019/20 to 21/22.	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/02/19	Chief Executive's	Capital Strategy including Prudential Indicators 2019/20 – 2021/22 To approve the Capital Strategy including a range of Prudential Indicators linked to the Capital Programme over the 3 year period 2019/20 - 2021/22.	Strategic	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/02/19	People and Resources	Workforce Information Report Quarter 3 2018/19 To consider the Workforce Information Report for Quarter 3 of 2018/19.	Operational	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/02/19	Chief Executive's	Welsh Language Promotion Strategy To note and support the final draft of the Welsh Language Promotion Strategy incorporating feedback from consultation.	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/02/19	Governance	Accelerated Payment Facility To approve a scheme of quicker invoice payments to suppliers which could in turn generate income for the Council.	Strategic	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	14/02/19	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	15/02/19	Chief Executive's	<p>Treasury Management Strategy 2019/20, Treasury Management Policy Statement, Practices and Schedules 2019/20 - 2021/22, Treasury Management Quarter 3 update 2018/19</p> <p>To recommend to Cabinet and Council the 2019/20 Treasury Management Strategy, 2019/20 – 2021/22 Treasury Management Policy, Practices and Schedules. Quarterly update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2018/19.</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	15/02/19	Chief Executive's	<p>Wales Audit Office (WAO) – Annual Audit Letter 2017/18</p> <p>The letter summarises the key messages arising from the Auditor General for Wales' statutory responsibilities under the Public Audit (Wales) Act 2004, and reporting responsibilities under the Code of Audit Practice for the financial year 2017/18</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	15/02/19	Chief Executive's	Risk Management Update To endorse the Council's actions taken to mitigate the significant risks at the mid-year point.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	15/02/19	Chief Executive's	Annual Review of the Code of Corporate Governance To endorse the review of the Code of Corporate Governance.	Strategic	Leader of the Council and Cabinet Member for Finance
Audit Committee	15/02/19	Governance	Internal Audit Progress Report To present to the Committee an update on the progress of the Internal Audit Department.	Operational	
Audit Committee	15/02/19	Governance	Corporate Anti-Fraud and Corruption Strategy and Fraud and Irregularity Response Plan To outline to Members the updated Corporate Anti-Fraud and Corruption Strategy and Fraud and Irregularity Response Plan.	All Report Types	
Audit Committee	15/02/19	Governance	Whistleblowing Policy To outline to Members the updated Whistleblowing Policy.	All Report Types	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	15/02/19	Governance	Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	Operational	
Audit Committee	15/02/19	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	Operational	
Community and Enterprise Overview & Scrutiny Committee	18/02/19	Housing and Assets	Housing Strategy To consider the draft Housing Strategy prior to Cabinet approval.	Strategic	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	18/02/19	Housing and Assets	Housing Rent Income To provide an operational update on rent collection and current arrear levels	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	18/02/19	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable

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COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/02/19	Chief Executive's	Minimum Revenue Provision 2019/20 To approve the Council's policy for Minimum Revenue Provision (repayment of debt) for the financial year 2019/20.	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	19/02/19	Chief Executive's	Capital Strategy Including Prudential Indicators 2019/20 – 2021/22 To approve the Capital Strategy including a range of Prudential Indicators linked to the Capital Programme over the 3 year period 2019/20 – 2021/22	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	19/02/19	Governance	Accelerated Payment Facility To approve a scheme of quicker invoice payments to suppliers which could in turn generate income for the Council.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	19/02/19	Chief Executive's	Development of 2019/20 - 2021/22 Capital Programme To approve schemes for inclusion within the Capital Programme over the 3 year period 2019/20 – 2021/22.	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/02/19	Governance	<p>Digital Strategy Update To provide an update on progress to define and deliver the Digital Strategy, with a summary of discussion in the recent Digital Strategy workshop with Members.</p>	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	19/02/19	Housing and Assets	<p>Housing Revenue Account Budget 2019/20, Housing Revenue Account Business Plan & Capital Programme 2019/20 To approve and recommend to Council, the Housing Revenue Account Budget for 2019/20, Housing Revenue Account Business Plan and the summary Housing Revenue Account 30 year Business Plan.</p>	Strategic	Deputy Leader of the Council and Cabinet Member for Housing, Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/02/19	Chief Executive's	<p>Council Fund Budget 2019/20 – Third and Closing Stage to make recommendations to Council to close the annual budget for 2019/20 following the Council debate on 29 January and the further review work on corporate finance options and risks undertaken in the interim</p>	Strategic	Leader of the Council and Cabinet Member for Finance
Cabinet	19/02/19	Chief Executive's	<p>Treasury Management Strategy 2019/20 & Treasury Management Policy Statement, Practices and Schedules 2019/20 - 2021/22 To recommend to Council the 2019/20 Treasury Management Strategy, 2019/20 – 2021/22 Treasury Management Policy, Practices and Schedules.</p>	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/02/19	Social Services	<p>Annual Corporate Safeguarding Report To note the work being undertaken to ensure that the Council fulfils its safeguarding responsibilities and to present the Annual Corporate Safeguarding report for approval before publication.</p>	Operational	Cabinet Member for Education, Cabinet Member for Social Services
Cabinet	19/02/19	Chief Executive's	<p>Diversity and Equality Policy 2019 To approve the revised Diversity and Equality Policy prior to publication.</p>	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	19/02/19	Chief Executive's	<p>Capital Programme 2018/19 (Month 9) To provide the Month 9 (end of December) capital programme information for 2018/19.</p>	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/02/19	Chief Executive's	Revenue Budget Monitoring 2018/19 (month 9) To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 9, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/02/19	Chief Executive's	Quarter 3 Council Plan 2018/19 Monitoring Report To be assured of progress against the commitments and priorities in the Council Plan.	Operational	Cabinet Member for Corporate Management and Assets
Flintshire County Council	19/02/19	Chief Executive's	Development of 2019/20 – 2021/22 Capital Programme To approve schemes for inclusion within the Capital Programme over the 3 year period 2019/20 – 2021/22		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	19/02/19	Chief Executive's	<p>Capital Strategy including Prudential Indicators 2019/20 – 2021/22</p> <p>To approve a range of Prudential Indicators linked to the Capital Programme over the 3 year period 2019/20 – 2021/22</p>		
Page 390 Flintshire County Council	19/02/19	Chief Executive's	<p>Council Fund Budget 2019/20</p> <p>To receive recommendations from Cabinet to Council to close the annual budget for 2019/20 following the Council debate on 29 January, and the further review work on corporate finance options and risks undertaken in the interim.</p>		
Flintshire County Council	28/02/19	Governance	<p>Petitions received at Council</p> <p>To inform Council of the outcomes of petitions which have been submitted.</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Flintshire County Council	19/02/19	Chief Executive's	<p>Treasury Management Strategy 2019/20 & Treasury Management Policy Statement, Practices and Schedules 2019/20 – 2021/22</p> <p>To approve the 2019/20 Treasury Management Strategy, 2019/20 – 2021/22 Treasury Management Policy, Practices and Schedules.</p>		
Page 391 Flintshire County Council	19/02/19	Chief Executive's	<p>Minimum Revenue Provision 2019/20</p> <p>To approve the Council's policy for Minimum Revenue Provision (repayment of debt) for financial year 2019/20</p>		
Flintshire County Council	19/02/19	Housing and Assets	<p>Housing Revenue Account Budget 2019/20, Housing Revenue Account Business Plan and Housing Revenue Account 30 year Financial Business Plan</p> <p>To approve the Housing Revenue Account (HRA) Budget for 2019/20, HRA Business Plan and the summary HRA 30 year Financial Business Plan</p>		

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	26/02/19	Overview and Scrutiny	Quarter 3 Council Plan 2018/19 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 2018/19	Operational	Not Applicable
Environment Overview & Scrutiny Committee	26/02/19	Streetscene and Transportation	Response to Welsh Government's Transportation White Paper To seek Scrutiny comment on the Welsh Government Transport White Paper "Improving Public Transport".	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	26/02/19	Streetscene and Transportation	Flintshire County Council's Hazardous Routes To inform Scrutiny of the criteria for defining a school hazardous route and define the hazardous routes to school within the County.	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	26/02/19	Streetscene and Transportation	Environmental Enforcement To review the Council's Enforcement Policy in respect of littering.	Strategic	Cabinet Member for Economic Development, Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	26/02/19	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Flintshire County Council	28/02/19	Governance	Council Tax setting for 2019-20 To set the Council Tax charges for 2019-20 as part of the Council's wider budget strategy.		
Flintshire County Council	28/02/19	Chief Executive's	Theatr Clwyd Business Plan 2019-2021 To receive a presentation on the work of the Theatre, based on the business plan.		
March					
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Overview and Scrutiny	Quarter 3 Council Plan 2018/19 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 2018/19	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Housing and Assets	Specialist Housing To consider how the Council will meet the needs of applicants with specialist needs through specialist housing.	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Housing and Assets	Update Report – Disabled Facilities Grant Internal Audit Report 2017 To provide an update on progress in relation to the service control action plan	Operational	Deputy Leader of the Council and Cabinet Member for Housing
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Housing and Assets	Town Centre Regeneration To set out the future approach to regenerating town centres in the County	Operational	Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	13/03/19	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	14/03/19	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	14/03/19	Finance	REVENUE BUDGET MONITORING 2018/19 (MONTH 10) This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10 and projects forward to year-end	Operational	Leader of the Council and Cabinet Member for Finance
Corporate Resources Overview & Scrutiny Committee	14/03/19	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Organisational Change Overview & Scrutiny Committee	18/03/19	Overview and Scrutiny	Quarter 3 Council Plan 2018/19 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 2018/19	Operational	Not Applicable
Organisational Change Overview & Scrutiny Committee Page 396	18/03/19	Housing and Assets	Social Value Strategy To set out the future approach to generating increased social value from Council expenditure	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	18/03/19	Governance	Digital Strategy Update To update Members on progress to define and deliver the Digital Strategy, with a summary of discussion in the recent Digital Strategy workshop with Members.	Operational	Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	18/03/19	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/03/19	Chief Executive's	<p>Revenue Budget Monitoring 2018/19 (month 10) To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 10, and projects forward to year-end.</p>	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	19/03/19	Social Services	<p>Social Value Strategy To consider the amendments proposed to the former Community Benefits Strategy and the revised approach suggested to developing social value in Flintshire.</p>	Strategic	
Cabinet	19/03/19	Education and Youth	<p>School Admission Arrangements 2020/21 To advise on the outcome of the statutory consultation exercise on the admission arrangements for September 2020 and to recommend approval.</p>	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/03/19	Governance	Update on implementing the Ethical Procurement Code. To inform Members on progress with the action plan to implement the Code and to approve our first annual statement on Modern Slavery.	Strategic	Cabinet Member for Corporate Management and Assets
Cabinet	19/03/19	Governance	Business Rates – High Street and Retail Rate Relief Grant Scheme To adopt the 2019/20 grant scheme which can provide rate relief of up to £2,500 to retail businesses.	Operational	Cabinet Member for Corporate Management and Assets
Cabinet	19/03/19	Social Services	Dementia Friendly Council Alzheimer's Society's Dementia Friendly Organisations Programme aims to encourage everyone to share responsibility for ensuring that people with dementia feel understood, valued and able to contribute to their community. Cabinet to agree to work towards Flintshire becoming an accredited Dementia Friendly Council	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Cabinet	19/03/19	Planning, Environment and Economy	Town Centre Regeneration To set out the future approach to regenerating town centres in the County.	Strategic	Cabinet Member for Economic Development
Cabinet	19/03/19	Governance	Local Full Fibre Network (LFFN) To approve the Digital Connectivity Strategy for the region and to note the bid for funding for the LFFN.	Strategic	Cabinet Member for Corporate Management and Assets, Cabinet Member for Economic Development
Education and Youth Overview & Scrutiny Committee	21/03/19	Overview and Scrutiny	Quarter 3 Council Plan 2018/19 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 2018/19	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	21/03/19	Education and Youth	Play Sufficiency Assessment To consider the Play Sufficiency Assessment prior to submission to Welsh Government	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	21/03/19	Education and Youth	Healthy Schools and Pre-School Programme To provide an update on the outcome of the School Health Research Network research	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	21/03/19	Education and Youth	Self-Evaluation of Education Services To update Members on overall service performance, including Learner Outcomes for 2018	Operational	Cabinet Member for Education
Education and Youth Overview & Scrutiny Committee	21/03/19	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Audit Committee	27/03/19	Chief Executive's	Wales Audit Office (WAO) Audit Plan 2019 The Wales Audit Office, being the Council's external auditor, has prepared an audit plan for 2019 for the Council and the Clwyd Pension Fund which sets out their proposed audit work for the year along with timescales, costs and the audit teams responsible for carrying out the work.	Strategic	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	27/03/19	Chief Executive's	Treasury Management Quarter 4 update 2018/19 Quarterly update on matters relating to the Council's Treasury Management Policy, Strategy and Practices 2018/19.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	27/03/19	Chief Executive's	Certification of grants and returns 2017/18 To inform Members of the grant claim certification by Wales Audit Office for the year ended 31st March 2018.	Operational	Leader of the Council and Cabinet Member for Finance
Audit Committee	27/03/19	Chief Executive's	External Regulation Assurance To endorse the summary of all external regulatory reports received during 2018 along with the Council's responses.	Operational	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	Internal Audit Strategic Plan 2019/2022 To present the proposed Internal Audit Plan for the three year period 2019/20 to 2021/22 for Members' consideration.	All Report Types	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	27/03/19	Governance	<p>Audit Committee Self-Assessment 2018/19 To inform Members of the results of the Audit Committee self-assessment which will feed into the preparation of the Annual Governance Statement 2018/19. It will also form the basis for the provision of any further training required by the Committee.</p>	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	<p>Composition of Audit Committee To consider whether to increase the number of Members on the Audit Committee.</p>	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	<p>Public Sector Internal Audit Standards Compliance 2018/19 To inform the Committee of the results of the annual internal assessment of conformance with the Public Sector Internal Audit Standards (PSIAS).</p>	All Report Types	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	27/03/19	Governance	Internal Audit Progress Report 2018/19 To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	27/03/19	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Social & Health Care Overview & Scrutiny Committee	28/03/19	Social Services	Learning Disability Day Care and Work Opportunities Alternative Delivery Model To receive a progress report on the first year of operation as an alternative delivery model.	Strategic	Cabinet Member for Social Services

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	28/03/19	Overview and Scrutiny	Quarter 3 Council Plan 2018/19 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 2018/19	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	28/03/19	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
April					
Environment Overview & Scrutiny Committee	9/04/19	Streetscene and Transportation	Public Convenience Strategy To seek a recommendation to Cabinet to approve the Council's Public Convenience Strategy following the consultation period.	Strategic	Cabinet Member for Streetscene and Countryside
Environment Overview & Scrutiny Committee	9/04/19	Planning, Environment and Economy	Greenfield Valley Heritage park To receive a 12 month progress report	Operational	Cabinet Member for Streetscene and Countryside

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	9/04/19	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	11/04/19	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	11/04/19	Finance	REVENUE BUDGET MONITORING 2018/19 (MONTH 11) This regular monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11 and projects forward to year-end	Operational	Leader of the Council and Cabinet Member for Finance

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	11/04/19	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	
Cabinet	16/04/19	Chief Executive's	Revenue Budget Monitoring 2018/19 (month 11) To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 11, and projects forward to year-end.	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16/04/19	Housing and Assets	Implementation of the Rental Exchange scheme To consider the introduction of the Rental Exchange service and authorise officers to implement the scheme and engage with council tenants on its introduction and their right to opt out.	Operational	Deputy Leader of the Council and Cabinet Member for Housing
May					

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Community and Enterprise Overview & Scrutiny Committee	1/05/19	Planning, Environment and Economy	Local Full Fibre Network (LFFN) To update Committee Members on the development of digital infrastructure in North Wales and in Flintshire.	Strategic	Cabinet Member for Corporate Management and Assets, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	1/05/19	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Community and Enterprise Overview & Scrutiny Committee	1/05/19	Housing and Assets	Digital Connectivity Development To update Committee Members on the development of digital infrastructure in North Wales and in Flintshire	Operational	Cabinet Member for Economic Development
Corporate Resources Overview & Scrutiny Committee	9/05/19	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	9/05/19	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	
Organisational Change Overview & Scrutiny Committee	13/05/19	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	16/05/19	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
Environment Overview & Scrutiny Committee	21/05/19	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Social & Health Care Overview & Scrutiny Committee	23/05/19	Social Services	Annual Directors Report To consider the draft report.	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	23/05/19	Social Services	Third Sector update Annual review of the social care activities undertaken by the third sector in Flintshire	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	23/05/19	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable
June					
Audit Committee	5/06/19	Governance	Internal Audit Annual Report To inform Members of the outcome of all audit work carried out during 2018/19 and to give the annual Internal Audit opinion on the standard of internal control, risk management and governance within the Council.	All Report Types	Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Audit Committee	5/06/19	Governance	Internal Audit Progress Report 2019/20 To present to the Committee an update on the progress of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	5/06/19	Governance	Audit Committee Action Tracking To inform the Committee of the actions resulting from points raised at previous Audit Committee meetings.	All Report Types	Cabinet Member for Corporate Management and Assets
Audit Committee	5/06/19	Governance	Forward Work Programme To consider the Forward Work Programme of the Internal Audit Department.	All Report Types	Cabinet Member for Corporate Management and Assets
Corporate Resources Overview & Scrutiny Committee	13/06/19	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	
Corporate Resources Overview & Scrutiny Committee	13/06/19	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2018/19 To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Leader of the Council and Cabinet Member for Finance, Cabinet Member for Corporate Management and Assets

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	13/06/19	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	
Community and Enterprise Overview & Scrutiny Committee	26/06/19	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2018/19 To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Deputy Leader of the Council and Cabinet Member for Housing, Cabinet Member for Economic Development
Community and Enterprise Overview & Scrutiny Committee	26/06/19	Overview and Scrutiny	Forward Work Programme (Community & Enterprise) To consider the Forward Work Programme of the Community & Enterprise Overview & Scrutiny Committee	Operational	Not Applicable
Education and Youth Overview & Scrutiny Committee	27/06/19	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2018/19 To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Education

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Education and Youth Overview & Scrutiny Committee	27/06/19	Overview and Scrutiny	Forward Work Programme (Education & Youth) To consider the Forward Work Programme of the Education & Youth Overview & Scrutiny Committee	Operational	Not Applicable
July					
Organisational Change Overview & Scrutiny Committee	1/07/19	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2018/19 To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Education, Cabinet Member for Corporate Management and Assets
Organisational Change Overview & Scrutiny Committee	1/07/19	Overview and Scrutiny	Forward Work Programme (Organisational Change) To consider the Forward Work Programme of the Organisational Change Overview & Scrutiny Committee	Operational	Not Applicable
Corporate Resources Overview & Scrutiny Committee	11/07/19	Overview and Scrutiny	Action Tracking To inform the Committee of progress against actions from previous meetings.	Operational	

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Corporate Resources Overview & Scrutiny Committee	11/07/19	Overview and Scrutiny	Forward Work Programme To consider the Forward Work Programme of the Corporate Resources Overview & Scrutiny Committee	Operational	
Cabinet	16/07/19	Chief Executive's	Prudential Indicators - Actual 2018/19 To provide Members with 2018/19 (actual) Prudential Indicator figures as required under the Prudential Code for Capital Finance in Local Authorities (the Prudential Code).	Operational	Leader of the Council and Cabinet Member for Finance
Cabinet	16/07/19	Chief Executive's	Capital Programme 2018/19 (Outturn) To provide the outturn capital programme information for 2018/19.	Operational	Leader of the Council and Cabinet Member for Finance
Environment Overview & Scrutiny Committee	16/07/19	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2018/19 To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Streetscene and Countryside, Cabinet Member for Planning and Public Protection

COMMITTEE	MEETING DATE	CHIEF OFFICER PORTFOLIO	AGENDA ITEM & PURPOSE OF REPORT	REPORT TYPE (Strategic or Operational) (Cabinet only)	PORTFOLIO (Cabinet only)
Environment Overview & Scrutiny Committee	16/07/19	Overview and Scrutiny	Forward Work Programme (Environment) To consider the Forward Work Programme of the Environment Overview & Scrutiny Committee	Operational	Not Applicable
Social & Health Care Overview & Scrutiny Committee	18/07/19	Social Services	BCUHB & Welsh Ambulance Services NHS To maintain regular meetings and promote partnership working.	All Report Types	Not Applicable
Social & Health Care Overview & Scrutiny Committee	18/07/19	Overview and Scrutiny	Year-end Council Plan Monitoring Report 2018/19 To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19	Operational	Cabinet Member for Social Services
Social & Health Care Overview & Scrutiny Committee	18/07/19	Overview and Scrutiny	Forward Work Programme (Social & Health Care) To consider the Forward Work Programme of the Social & Health Care Overview & Scrutiny Committee	Operational	Not Applicable

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A of the Local Government Act 1972.

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