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To: Cllr Clive Carver (Chairman)

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

14 September 2018

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 20th September, 2018 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 10)

Purpose: To confirm as a correct record the minutes of the meeting on 12 July 2018.

4 FORWARD WORK PROGRAMME (Pages 11 - 16)

Report of Democratic Services Manager -

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

5 **COMMUNITY SAFETY PARTNERSHIP ANNUAL REPORT** (Pages 17 - 42)

Report of Chief Executive - Cabinet Member for Planning and Public Protection

Purpose: To provide Members with assurance and an overview of the Community Safety Partnership's activities and progress in 2018/19.

6 **COUNCIL PLAN 2018/19 – CHANGES FROM 2017/18** (Pages 43 - 110)

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

Purpose: To provide clarity on the changes made to the Council Plan between years.

7 **REVENUE BUDGET MONITORING 2018/19 MONTH 4 AND CAPITAL PROGRAMME MONITORING 2018/19 QUARTER 4** (Pages 111 - 158)

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

Purpose: To provide Members with the Revenue Budget Monitoring 2017/18 (Month 4) and Quarter 1 of the Capital Programme Monitoring 2018/19.

8 **ACTION TRACKING** (Pages 159 - 164)

Report of Democratic Services Manager -

Purpose: To inform the Committee of progress against actions from previous meetings.

Yours sincerely



Robert Robins
Democratic Services Manager

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **12 JULY 2018**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 12 July 2018

PRESENT: Councillor Paul Johnson (Vice-Chair in the Chair)

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

SUBSTITUTIONS: Councillors Adele Davies-Cooke for Clive Carver, and Tudor Jones for Hilary McGuill

ALSO PRESENT: Councillor Mike Peers

CONTRIBUTORS: Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Billy Mullin, Cabinet Member for Corporate Management and Assets; Chief Executive; Corporate Finance Manager; and Corporate Business and Communications Executive Officer

IN ATTENDANCE: Democratic Services Manager and Democratic Services Officer

26. DECLARATIONS OF INTEREST

None were received.

27. MINUTES

The Chair advised that the minutes were submitted to be confirmed as a correct record and not for Members to seek progress reports on particular issues.

(i) The minutes of the meeting held on 4 June 2018 were submitted.

(ii) The minutes of the meeting held on 14 June 2018 were submitted

Accuracy

Page 13, minute number 20 - Councillor Patrick Heesom asked that the sentence in which he referred to the analysis of current risk levels be amended to read 'benefiting young people, the A548 and Mostyn Docks'.

RESOLVED:

That subject to the above amendment the minutes of both meetings be approved as a correct record and signed by the Chairman.

28. FORWARD WORK PROGRAMME

The Democratic Services Manager presented the current Forward Work Programme for consideration.

Councillor Patrick Heesom expressed concern that the Council Plan would not be considered by the Committee until the meeting to be held on 15 November, and asked if it could be brought forward to the meeting scheduled on 20 September. The Chief Executive explained that monitoring reports on the performance of the Council Plan were provided three times a year. The Corporate Business and Communications Executive Officer said it was possible that the Q1 monitoring report (April to June) could be reported to the Committee in September but that as in previous years, the mid year report for April to September (presented in November) would demonstrate more progress.

During discussion it was suggested that there may be a need for a workshop or joint meetings of the Corporate Resources Overview & Scrutiny Committee and other Committees to ensure that an overview of the North Wales Growth Bid was maintained. It was agreed that an update report on the North Wales Growth Bid would be included on the agenda for the meeting on 15th November, following the Council Plan item.

RESOLVED:

- (a) That the Forward Work Programme, as submitted be approved.
- (b) That an update report on the North Wales Growth Bid be included on the agenda for the meeting on 15th November, following the Council Plan item.
- (c) That the Democratic Services Manager, in consultation with the Chair and Vice-Chair be authorised to vary the Forward Work Programme between meetings, should this become necessary.

29. INTEGRATED IMPACT ASSESSMENT

The Chief Executive introduced the report to enable the Committee's understanding and application of the Integrated Impact Assessment (IIA). He provided background information and invited the Corporate Business and Communications Executive Officer to give a presentation on the Integrated Impact Assessment. The main points of the presentation were:

- what do we mean by an Integrated Impact Assessment?
- what are the benefits ?
- Flintshire's approach
- next steps

Councillor Richard Jones commented on the consequences and impact of actions taken by the Authority and suggested that there was a need to provide a simpler system to assist understanding and scrutiny of matters. The Chief

Executive acknowledged the comments and said that he was confident that the MTFs workshop, to be held on 23 July, would answer some of the concerns raised.

Councillor Patrick Heesom expressed concern that the proposals put forward for the model IIA were imposing a view/solutions on service users and local communities and said more work needed to be undertaken on the tool kit.

Councillor Arnold Woolley referred to the risk matrix which he said could be applied to consider the effect of decision making proposals.

The Chair commented on the need to include equality in work and the rights of children in the IIA. He asked if the Children's Commissioner for Wales had been contacted. The Corporate Business and Communications Executive Officer said she would look into this.

The Chief Executive gave an assurance that the impact of the decisions made by the Authority were given due and fair consideration. He reminded the Committee that the IIA was only intended to be used (a) proportionately and (b) for the most significant policy and service/budget review decisions.

RESOLVED:

That the Committee welcomes the Integrated Impact Assessment and understands its purpose and uses.

30. VARIATION IN ORDER OF BUSINESS

The Chairman indicated that item 8 on the agenda – Strategic Equality Plan Annual Report 2016/18 and Welsh Language Annual Monitoring Report 2017/18 would be brought forward. The remainder of the items would be considered in the order shown on the agenda.

31. STRATEGIC EQUALITY PLAN ANNUAL REPORT 2016/18 AND WELSH LANGUAGE ANNUAL MONITORING REPORT 2017/18

The Corporate Business and Communications Executive Officer introduced the report to present the Strategic Equality Plan Annual Report 2016/18 and the Welsh Language Annual Monitoring 2017/18 Report. She provided background information and explained that the report provided an overview of progress in complying with the Equality Act and Welsh Language Standards, and identified areas for improvement.

Councillor Patrick Heesom expressed concerns that the welfare of young people was not sufficiently reflected in the Plans. The Corporate Business and Communications Executive Officer agreed in future to include examples of the work undertaken for younger and older people.

Councillor Tudor Jones commented on the impact and the opportunity that Members had to promote the Welsh language in local communities. Councillor Jones asked if the outcome of the Welsh Language skills audit included school

based employees. The Corporate Business and Communications Executive Officer explained that reporting on the Welsh Language standards was primarily on employees and that the draft Welsh language promotion covered communities. During discussion it was agreed that the Council's workforce Welsh language survey would be extended to Members.

The Chair asked what the average gender pay gap for local authorities was; a response would be emailed to members of the Committee.

In response to a concern from the Chair around promoting engagement with equality training, the Corporate Business and Communications Executive Officer explained that promotion was undertaken via the Infonet and through service management teams.

RESOLVED:

- (a) That the Committee notes the annual reports and the areas of progress for improvement which have been identified; and
- (b) That the Council's workforce Welsh Language survey be extended to Members.

32. REVENUE BUDGET MONITORING 2017/18 (OUTTURN) AND CAPITAL PROGRAMME MONITORING 2017/18 (OUTTURN)

The Corporate Finance Manager presented the report to provide Members with the Revenue Budget Monitoring 2017/18 (Outturn) Report and the Capital Programme Monitoring 2017/18 (Outturn) Report.

The Corporate Finance Manager reported on the Revenue Budget Monitoring 2017/18 (Outturn) position which was appended to the report. He referred to the Council Fund overall position and the final outturn position by portfolio (subject to audit). He advised that the overall fund position was that spend was £2.107m lower than budget. The Corporate Finance Manager advised that the reasons for the variances were summarised within appendix 2 of the report, with key significant portfolio variances explained in paragraphs 1.04 to 1.09. The Corporate Finance Manager also reported on the main considerations and referred to the achievement of planned in-year efficiencies, the Council Fund, reserves and balances, requests for carry forward of funding and the Housing Revenue Account.

Councillor Haydn Bateman drew attention to page 41 of the report and sought clarification around the budget strategy – general reserves. He also sought information on when the public conveniences in New Street, Mold were to close

The Corporate Finance Manager responded to the further questions raised by Members around the figures provided for people and resources in paragraph 1.02 of the report, and the requests for the carry forward of funding.

Councillor Richard Jones proposed that a letter be sent to the Welsh Government (WG) to express the Committee's concern at grants being made

available in late March. The Chief Executive commented on the national case and drew attention to the workshop which was to be held on 23 July. He suggested that Members might wish to wait until the workshop had been held before writing to the WG.

Councillor Patrick Heesom supported the challenging work undertaken by Councillor Richard Jones concerning budgetary matters.

The Corporate Finance Manager reported on the Capital Programme Monitoring 2017/18 (Outturn) report which was attached as appendix B to the report. He provided background information and explained that table 1 in paragraph 1.03 of the report set out how the Programme had changed during 2017/18. He also reported on the changes during this period which had resulted in a net increase in the Programme total of £2.863m as detailed in table 2 of the report. The Corporate Finance Manager reported on the capital expenditure compared to budget, the carry forward to 2018/19, and funding of 2017/18 approved schemes, as detailed in the report.

Councillor Haydn Bateman referred to the Planning & Environment Capital Budget monitoring page and asked for information on where the Flour Mill was located.

RESOLVED:

That the Committee noted the position and confirmed that there were no issues which it wanted to have reported verbally to Cabinet, other than to report that a letter was to be sent to the Welsh Government expressing the Committee's concern at grants being made available in late March.

33. REVENUE BUDGET MONITORING 2018/19 (INTERIM)

The Corporate Finance Manager introduced a report to provide known key risks and issues to the revenue budget outturn position for 2018/19 for the Council Fund and Housing Revenue Account. He explained that the interim report was the first revenue budget monitoring report of 2018/19 and provided information on the progress of achieving planned efficiencies against targets set and reported by exception on significant variances which may impact on the financial position in 2018/19.

The Corporate Finance Manager advised that although at an early stage in the financial year, the initial net impact of the emerging risks and variances as detailed in the report, was that expenditure was projected to be £1.619m lower than budget. However, he went on to say that it was important to note that without the temporary budgetary benefits of the Minimum Revenue Provision (£1.4m) and the vat refund (£1.9m) there were net risks of £1.7m for the Council to manage. The first detailed monitoring of all risks and variances would be reported to Cabinet on 25 September 2018.

The Corporate Finance Manager reported on the main considerations, concerning pay negotiations for National and Council (NJC) staff, Out of County

placements overspend, mental health services – residential placements overspend, the Minority Ethnic Achievement Grant (MEAG), the Minimum Revenue Provision underspend, and VAT rebate underspend.

Councillor Richard Jones reiterated the comments he had made at previous meetings about the need for a central Wales pool of Out of County funding for Welsh councils. The Chief Executive commented that it had been recognised across the UK that some care providers were charging unsustainable high-cost rates for some specialist care. Councillor Jones suggested that a letter be sent to the WG to outline the need for additional funding to assist local authorities and it was agreed that this would be given further consideration following the second budget workshop to be held on 23 July.

In response to a concern by Councillor Haydn Bateman around income from recycling waste, the Chief Executive explained that the income from plastic, paper, and card recycling had dropped significantly due to international market changes. He commented that the potential for income from recycling of clothes was an area which could be given more consideration.

Councillor Patrick Heesom expressed concerns on the financial risks associated with schools. He commented on the number of secondary schools in Flintshire which were in a deficit position and the further potential impact of the teacher's pay award which was to be agreed nationally. The Chief Executive referred to the measures taken by the Authority to improve school funding and said further work was being undertaken by Cabinet to give assistance to school budgets where possible in the future as part of the Medium Term Financial Strategy. The Chief Executive commented that the financial risks could only be resolved through national not local funding.

RESOLVED:

The Committee noted the position and confirmed that there were no issues which it wanted to have reported verbally to Cabinet.

34. REVENUE CONSEQUENCES OF MAJOR CAPITAL PROGRAMME INVESTMENTS

The Chief Executive introduced the report and provided a presentation on the revenue consequences of major capital programme investments. This built on the well-received model from an earlier meeting. The main investment schemes covered by the presentation were:

- impacts of capital spend on revenue
- Scheme 1 - Marleyfield Care Home
- Scheme 2 - Glanrafon Day Care Centre
- Scheme 3 - Theatr Clwyd
- Scheme 4 - NWRWTP (Parc Adfer)
- Scheme 5 - re-location to Unity House, Ewloe
- Scheme 6 - School Investment Programme – Ysgol Penyffordd
School Investment Programme – Connah's Quay High School

- school extension and remodelling
- 21st Century Schools Programme
- Schools Investment Programme

Councillor Richard Jones commented on the need to determine the impact of the capital programmes and suggested an impact assessment be carried out to show the benefits. The Chief Executive acknowledged the point made. Councillor Jones also referred to the cost of demolishing County Hall phases 3-4 and asked how this would be funded.

Councillor Patrick Heesom spoke of the architectural value of County Hall and said the building should be protected. He commented that Mold was a good location and would like services to be retained at County Hall. The Chief Executive emphasised that the move to Unity House, Ewloe, was a part re-location as the building did not have sufficient capacity for all staff or services provided. He said discussions would be held in the longer term around the development of the Mold County Hall campus site. The County Hall campus was dated, expensive to run and no longer fit-for-purpose for modern office accommodation.

RESOLVED:

The Committee noted and welcomed the report.

35. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.00 am and ended at 12.17 pm)

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Chairman

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 20 th September 2018
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

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

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

RECOMMENDATION

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

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Improvement Plan.
1.02	<p>In identifying topics for future consideration, it is useful for a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:</p> <ol style="list-style-type: none">1. Will the review contribute to the Council's priorities and/or objectives?2. Is it an area of major change or risk?3. Are there issues of concern in performance?4. Is there new Government guidance of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Robert Robins Democratic Services Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

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

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Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2018/19

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Friday, 5 th October 2018	PROVISIONAL: Stage 1 Budget	Consultation meeting	Chief Executive and Gary Ferguson
Thursday 18 th October 2018 10am	Community Endowment Fund Annual Report Workforce Quarter 1 Revenue Budget Monitoring 2018/19 Month 5 Welsh Language Strategy – feedback from consultation	Progress monitoring Monitoring/assurance Monthly/quarterly monitoring Development	Karen Armstrong Sharon Carney/Andrew Adams Sara Dulson Karen Armstrong
Thursday ,15 th November 2018 10am	Council Plan Wellbeing Plan (six monthly update) Revenue Budget Monitoring 2018/19 Month 6 and Capital Programme Month 6	Six monthly Monitoring Progress monitoring Monthly/quarterly monitoring	Karen Armstrong Karen Armstrong Sara Dulson

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2018/19

Early December 2018	All Member budget meeting – to be held in the Council Chamber and webcast.		
: Thursday, 13 th December 2018 10am	Workforce Quarter 2 Revenue Budget Monitoring 2018/19 Month 7	Quarterly monitoring Monthly/quarterly monitoring	Sharon Carney Sara Dulson
Thursday, 17 th January 2019 10am	Revenue Budget Monitoring 2018/19 Month 8	Monthly/quarterly monitoring	
Thursday, 14 th February 2019 10am	Workforce Quarter 3 Revenue Budget Monitoring 2018/19 Month 9 and capital Programme 2018/19 Month 9	Monitoring Monthly/quarterly monitoring	Sharon Carney Sara Dulson
Thursday, 14 th March 2019 10am	Council Plan Quarter 3 Revenue Budget Monitoring 2018/19 Month 10	Monitoring Monthly/quarterly monitoring	Karen Armstrong Sara Dulson



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	20 th September 2018
Report Subject	Community Safety Partnership Annual Report
Cabinet Member	Cabinet Member for Planning and Public Protection
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

To provide Members with an overview of the Community Safety Partnership's activities and progress. The Committee fulfils the role of the statutory Crime and Disorder Scrutiny Committee for Flintshire.

RECOMMENDATIONS

1	To note and support the contents of the report.
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REPORT DETAILS

1.00	BACKGROUND OF THE FLINTSHIRE COMMUNITY SAFETY PARTNERSHIP
1.01	The Flintshire Community Safety Partnership is required to formally report to this Committee on an annual basis to provide an overview of activities undertaken over the previous twelve months. This ensures that the Partnership meets its obligations under sections 19 and 20 of the Police and Criminal Justice Act 2006.
1.02	Flintshire County Council has a statutory duty under the Crime and Disorder

	Act 1998, and the subsequent amendments by the Police and Justice Act 2006, to work in partnership with the police, health service, probation and fire service as a community safety agenda partnership.
1.03	There has been a partnership in existence in Flintshire since 1999. To support the Partnership the County is served by a small team of local authority and police officers who work on shared priorities including domestic abuse, substance misuse and anti-social behaviour, along with the Neighbourhood Wardens.
1.04	In recent years the drive to rationalise the cost and bureaucracy of partnerships has led to significant changes in the Flintshire Community Safety Partnership's governance structure. In April 2013 the Partnership merged with the Local Service Board (which has since become the Public Service Board). This has had minimal impact on the operational delivery structure; however at a strategic level it has meant a greater consistency of approach. The statutory duties of the Community Safety Partnership continue to be fulfilled.
1.05	Considerable progress has also been made in the way community safety partnerships across the region have worked together. The establishment of the North Wales Safer Communities Board (SCB) in July 2012 has been the most significant development. This Board represents a partnership between all the statutory authorities across the region (as defined by the Crime and Disorder Act 1998), along with the voluntary sector. The overall aim of the Board is to introduce greater consistency in this area of work, whilst allowing opportunities to share expertise and work more effectively and efficiently.
1.06	The Flintshire Community Safety Partnership has set up a more specialist and operational 'People Are Safe' Board to oversee partnership work. The Board has a plan with priorities and outcomes, supported by performance measures. The Board reports into the Public Service Board on a quarterly basis.
1.07	The Plan reflects the recommendations contained within the regional Strategic Assessment, and also takes into account the Police and Crime Plan and the work of the Substance Misuse Area Planning Board. The SCB at a regional level concentrates on common regional issues such as counter terrorism, re-offending, and hidden crimes (as identified in the Strategic Assessment).
1.08	<p>The Flintshire People are Safe Board have identified the following priorities, and considered the impact if they are addressed:</p> <p><u>Priority 1: Domestic Abuse and Sexual Violence</u></p> <p>Impact</p> <ol style="list-style-type: none"> 1. People's confidence to report appropriately to partners is increased. 2. Recognition of the signs and symptoms of domestic abuse and sexual violence by public and voluntary sector agencies.

3. Improved response from public services to Domestic Abuse and Sexual Violence should see an increase in reporting as individuals will be confident in coming forward.
4. High risk cases of domestic abuse are dealt with effectively, and a reduction in the repeat victimisation achieved.
5. Better sharing of intelligence across partner agencies.

Specific actions in 2018/19 to support this in-year priority:

- All high risk incidents are to be allocated to a detective resource to ensure the appropriate level of investigation and oversight.
- MARAC screening process to be re-evaluated to ensure we are effectively safeguarding those at highest risk.
- Review of the level of resource dedicated to targeting the most vulnerable in society.
- Promote Level 1 of Welsh Government's Violence Against Women, Domestic Abuse and Sexual Violence e-learning module across public sector agencies within the county. This will improve officer awareness of this area, and enable them to respond appropriately and increase public confidence in reporting.
- Work with the Domestic Abuse and Sexual Violence Regional Advisor to roll out Levels 2 and 3 of the National Training Framework
- Monitor and progress the actions identified within Domestic Homicide Review (DHR).
- Target Neighbourhood Warden resources to victims of crime, domestic abuse, ASB and the most vulnerable members of our communities.

Priority 2: Organised Crime Gangs (OCGs)

Impact

1. Vulnerable people prevented from becoming victims of crime.
2. Substance misuse tackled collaboratively on a local and regional level.
3. Committed regional partnership approach to addressing crime and disorder continued.
4. Better sharing of intelligence across partner agencies.
5. Increased partnership action to tackle Organised Crime Gangs.

Specific actions in 2018/19 to support this in-year priority:

- Promote a better understanding of the work around 'County Lines' to enable officers to refer information and / or intelligence to the appropriate agencies.
- Provision of 'County Lines' inputs to key partners and their staff.
- Partnership approach to safeguarding the most vulnerable in our communities.
- Effective use of powers under the ASB, Crime and Police Act 2014 including orders on conviction.

	<ul style="list-style-type: none"> • Effective use of powers under the Modern Slavery Act 2015 including orders on conviction and civil orders for trafficking. <p><u>Priority 3: Modern Day Slavery</u></p> <p>Impact</p> <ol style="list-style-type: none"> 1. Vulnerable people prevented from becoming victims of crime. 2. Recognition of the signs and symptoms of Modern Day Slavery by public and voluntary sector agencies. 3. Increased partnership action to tackle Modern Day Slavery. <p>Specific actions in 2018/19 to support this in-year priority:</p> <ul style="list-style-type: none"> • Enhance intelligence gathering opportunities by continued awareness raising internally and with partners through the Modern Day Slavery Unit. • Promote training and awareness around Modern Day Slavery. <p><u>Priority 4: Child Criminal Exploitation (CCE)</u></p> <p>Impact</p> <ol style="list-style-type: none"> 1. Awareness of the impacts of Adverse Childhood Experiences (ACEs) amongst partners increased 2. Increased partnership action to tackle Child Criminal Exploitation <p>Specific actions in 2018/19 to support this in-year priority:</p> <ul style="list-style-type: none"> • Focus on education and awareness raising through strategic function • Focus on partnership working through the Onyx Team and local Safer Neighbourhood Teams (SNT's)
1.09	<p>Some of the key activities over the past 12 months have been as follows:</p> <ul style="list-style-type: none"> • Work with the PCC's 'victim hub' to ensure an enhanced service to victims of crime. • Maintain the multi-agency intelligence led approach to tackle ASB through monthly tasking and ad hoc professionals meetings. • Raise awareness of violence against women by supporting the International White Ribbon Campaign on a local and regional level. • Implementation of the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) National Training Framework. • Implementation of alcohol brief intervention training as per the alcohol demand reduction work stream. • Target repeat offenders (adults) via an Integrated Offender Management (IOM) process. Identifying those who cause the most harm (prolific offenders) and addressing their re-offending behaviour. • Targeting young offenders to reduce offending and re-offending by implementing the Flintshire Youth Justice Service Plan. • Publication of the Community Safety Partnership's first Domestic

	<p>Homicide Review in July 2018, and taking forward its recommendations.</p> <ul style="list-style-type: none"> Partner engagement with Flintshire's Early Help Hub.
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2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None as a result of this report.

4.00	RISK MANAGEMENT
4.01	None as a result of this report.

5.00	APPENDICES
5.01	North Wales Safer Communities Board Plan, 2017-2021
5.02	North Wales Police Overview of Crime and Disorder Trends in Flintshire

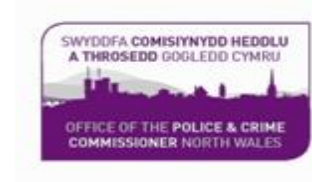
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Sian Jones, Community and Business Protection Manager Telephone: 01352 702132 E-mail: sian-jones@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p><u>MARAC (Multi Agency Risk Assessment Conference)</u></p> <p>A MARAC, or multi-agency risk assessment conference, is a meeting where information is shared on the highest risk domestic abuse cases between representatives of local police, probation, health, child protection, housing practitioners, Independent Domestic Violence Advisors (IDVAs) and other specialists from the statutory and voluntary sectors.</p> <p>After sharing all relevant information about a victim, representatives discuss options for increasing safety for the victim and turn these options into a co-ordinated action plan. The primary focus of the MARAC is to safeguard the adult victim.</p>

7.02	<p><u>National Training Framework</u></p> <p>The National Training Framework for violence against women, domestic abuse and sexual violence outlines the Welsh Government's requirements for training on these subjects across the public service and specialist third sector.</p> <p>The Framework is made up of six levels. Officers employed by the 'responsible authorities' (as defined by statute) will be required to undertake training in relation to domestic abuse and sexual violence.</p>
7.03	<p><u>Public Services Board (PSB)</u></p> <p>The Well-being of Future Generations (Wales) Act 2015 established statutory PSBs, which replaces the voluntary Local Service Boards in each local authority area. The role of the board is to:</p> <ul style="list-style-type: none"> • assess the state of economic, social, environmental and cultural well-being in its area • set objectives that are designed to maximise the PSBs contribution to the well-being goals. <p>Each PSB must prepare and publish a plan setting out its objectives and the steps it will take to meet them. This is called a Local Well-being Plan. It must state:</p> <ul style="list-style-type: none"> • why the PSB feels their objectives will contribute within their local area to achieving the well-being goals • how it has had regard to the assessment of Local Well-being in setting its objectives and steps to take.
7.04	<p><u>Safer Communities Board (SCB)</u></p> <p>The aim of the Safer Communities Board (SCB) is to provide strategic direction for the exercise of the Community Safety and Youth Justice functions across the region. The SCB promotes consistency of policy objectives, and the shared use of expertise and resources across the region.</p> <p>The objectives of the SCB include:-</p> <ul style="list-style-type: none"> • Reducing bureaucracy and formality through streamlining strategic and operational functions. • Identifying shared and/or common priorities • Acting as a lobbying group to influence the Welsh Government, Home Office and Local Policing Body. • Establishing a common and consistent framework for strategic, tactical and operational delivery at regional, sub-regional and local levels. • Facilitating and encouraging regional working in the interests of public value. <p>Providing a more efficient and consistent service in contributing to reducing crime and disorder and improving the criminal justice services in North</p>

	Wales.
7.05	<p><u>County Lines</u></p> <p>A law enforcement term used for the tactic Organised Crime Gangs have been using to operate their illegal business across the UK.</p>
7.06	<p><u>Early Help Hub</u></p> <p>The Early Help Hub is a multi-agency project which aims to improve the 'journey' for families at greater risk of worsening problems with an emphasis on information, advice and assistance.</p>
7.07	<p><u>Onyx Team</u></p> <p>A specialist team tackling Child Sexual Exploitation.</p>

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North Wales Safer Communities Board (NWSCB) Plan, 2017 - 2021



Gwasanaeth Prawf Cenedlaethol National Probation Service



Gwasanaeth Tân ac Achub Fire and Rescue Service



Bwrdd Iechyd Prifysgol Betsi Cadwaladr University Health Board



Foreword

The aim of the North Wales Safer Communities Board is to **make North Wales a safe place**.

The role of the Safer Communities Board members is to work in partnership to achieve that aim.

In developing this plan, we have worked alongside the Police and Crime Commissioner to ensure that the Police and Crime Commissioner's strategic outcomes are embedded within the plan.

Our plan has clear priorities which have been informed by a North Wales strategic assessment undertaken in November 2016 and the local community safety partnerships across the 6 counties of North Wales. It is vital that we maintain the links with local communities to enable us to understand and respond differently to crime and anti-social behaviour, which is often not confined to administrative boundaries. By learning from each other's experiences, identifying good practice and understanding what works and doesn't work we are better able to deliver successful outcomes and remove obstacles.



Cllr Hugh Jones JP
Chair, North Wales Safer Communities Board

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What is the North Wales Safer Communities Board?

The North Wales Safer Communities Board was established in July 2012 and our work is already influencing how the region's public organisations strategically tackle crime and disorder.

We are a partnership of senior leaders and elected members from North Wales' public organisations, established to tackle crime and disorder¹. The following organisations are represented:

- Anglesey County Council
- Betsi Cadwaladr University Health Board
- Community Rehabilitation Company
- Conwy County Borough Council
- Cyngor Gwynedd
- Denbighshire County Council
- Flintshire County Council
- Medrwn Mon (on behalf of Welsh Council for Voluntary Action)
- National Probation Service
- North Wales Fire and Rescue Service
- North Wales Police
- Office of the Police and Crime Commissioner
- Welsh Government
- Wrexham County Borough Council

¹ As defined by the Crime and Disorder Act 1998

Introduction to our North Wales Safer Communities Board Plan

This North Wales Safer Communities Board Plan outlines how we will focus our work over the next 4 years, and specifically the next 12 months, by working in partnership to prevent and tackle crime and disorder. It sets out how the Board has prioritised its areas of work, and summarises the main outcomes, priorities, and indicators.

This is the delivery document for the Police and Crime Plan and sets out: (1) what the Board will do and; (2) what the Board expects local Community Safety Partnerships (CSPs) to focus on. These are all based on the need identified in the 'strategic assessment', which is the evidence base for the Police and Crime Plan. However it should be noted that the statutory responsibilities to discharge the relevant sections of the Crime and Disorder Act 1998 continue to sit with local CSPs.

Our shared values

1. Working together to keep people safe by enabling the best services we can
2. Working collectively to put our communities first
3. Supporting the most vulnerable in our communities
4. Seeking to minimise the effects of reducing resources on front line services
5. Developing new ways of working in partnership
6. Delivering on our promises

The Statutory Framework

Section 6 of the Crime and Disorder Act 1998 as amended by the Police Reform and Social Responsibility Act 2011, requires responsible authorities to work in partnership to implement strategies that:

- Reduce crime and disorder in the area
- Combat substance misuse in the area; and
- Reduce reoffending

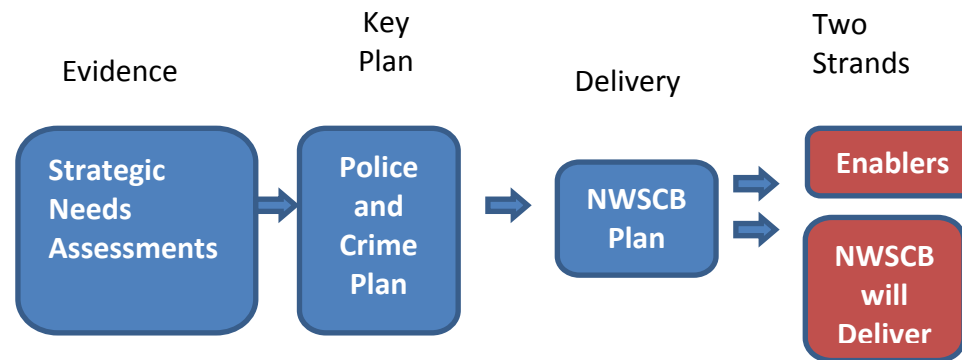
In drawing up those strategies, responsible authorities are required by the 2011 Act to have regard to the police and crime objectives of the Police and Crime Commissioner for North Wales.

The Police and Crime Commissioner’s objectives are:

- Domestic abuse
- Modern slavery
- Organised crime
- Sexual abuse (including Child Sexual Exploitation, CSE)
- Delivering safer neighbourhoods

What does the evidence tell us?

In working together we use evidence from “strategic needs assessments” to provide a needs basis in order to determine where we should focus our finite resources. The same strategic needs assessments provide the evidential basis for the Police and Crime Plan.



The Strategic Needs Assessment

A strategic needs assessment was undertaken by North Wales Police in November 2016 and refreshed in April 2017 with the objective of evaluating crime and disorder issues impacting on the communities of North Wales.

A national risk assessment matrix was used to assess areas of crime and disorder and inform priority setting.

The matrix assesses each area by identifying:

- The nature and degree of the harm.
- The Likelihood of the Impact occurring.
- The level of Risk posed after mitigation has been considered (mitigation is the capacity and capability of organisations to manage the issue).

The areas that were identified as high risk priorities for North Wales were:

- Child Sexual Exploitation
- Domestic Abuse
- Modern Day Slavery
- Organised Crime and the supply of illegal drugs

The North Wales Safer Communities Board focus

Based on the information in the North Wales strategic assessment, the Police and Crime Commissioners Plan and the local Community Safety Partnership knowledge the table below outlines the work that the NW SCB will oversee:

	NWSCB Focus	Actions	Milestones	Success	Lead Officer
1	PCC Objective: Domestic Violence				
1.1	Regionalised DA service established and embedded across North Wales	<ul style="list-style-type: none"> Work with Welsh Government and the North Wales regional DAC Manager to implement the Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 	<ul style="list-style-type: none"> Regional Domestic Abuse service (strategic and operational) in place for April 2018 agreed by all partners. Clarity of local and regional roles agreed and communicated 	<ul style="list-style-type: none"> Increase the confidence of victims to report domestic abuse and sexual violence 	Colin Everett
2	PCC Objective: Modern Slavery				
2.1	Develop our services to better understand and act against Modern Slavery	<ul style="list-style-type: none"> Develop a multi-agency approach to awareness raising, victim care, prevention and investigation 	<ul style="list-style-type: none"> Increased number of referrals are received by the relevant agencies 	<ul style="list-style-type: none"> Increased awareness of modern slavery Protection of high risk victims of modern slavery 	Annwen Morgan
3	PCC Objective: Organised Crime				
3.1	Technology enabled crime	<ul style="list-style-type: none"> Guidance to safeguard against technology enabled crime is produced 	<ul style="list-style-type: none"> Providing education and information on the prevention of cyber crime NWSCB partners have a safe environment to share information 	<ul style="list-style-type: none"> Protect the most vulnerable from cyber crime An increased awareness of technology enabled crime 	Mark Polin

	NWSCB Focus	Actions	Milestones	Success	Lead Officer
3.2	Drugs and Alcohol	<ul style="list-style-type: none"> Support and hold to account the APB to implement the WG substance misuse strategy 	<ul style="list-style-type: none"> Delivering on the APB's commissioning priorities 	<ul style="list-style-type: none"> Reduce the impact of substance misuse on our communities 	Lee Robinson
3.3	Counter Terrorism	<ul style="list-style-type: none"> Agree guidance on how the Counter Terrorism and Security Act 2015 will be delivered 	<ul style="list-style-type: none"> CONTEST Board and Channel Panels operating effectively An increase in the number of front line staff in NWSCB partners agencies who have been appropriately trained in Prevent 	<ul style="list-style-type: none"> Reduce the risk of a terrorist attack in the region Vulnerable people are safeguarded from the involvement in violent extremism 	Iwan Davies
3.4	Drug supply	<ul style="list-style-type: none"> Tackle the OCGs that supply Class A drugs Develop our understanding of NPS 	<ul style="list-style-type: none"> Set up multi agency OCG panels Share experiences of Wrexham town centre via the town centre action plan. 	<ul style="list-style-type: none"> Better sharing of intelligence re OCGs across NWSCB partners. A reduction in the number of NSP users and a better public understanding of the dangers of NPS. 	Mark Polin Lee Robinson / Vicky Jones
4	PCC Objective: Sexual Abuse (including Child Sexual Exploitation, CSE)				
4.1	Child Sexual Exploitation	<ul style="list-style-type: none"> Share intelligence amongst partners to understand the risks 	<ul style="list-style-type: none"> Implementation of a prevention strategy monitored through NW Safeguarding Board 	<ul style="list-style-type: none"> Protection of young people from CSE To deter and breakup perpetrator networks 	Mark Polin

	NWSCB Focus	Actions	Milestones	Success	Lead Officer
5	PCC Objective: Delivering Safer Neighbourhoods				
5.1	Community Tension Monitoring	<ul style="list-style-type: none"> Embed effective partnership community tension monitoring processes 	<ul style="list-style-type: none"> Local partnerships agree arrangements for community tension monitoring Local Authorities maintain a strategic overview of potential community tensions to inform local decision making 	<ul style="list-style-type: none"> Community tensions are identified and addressed at an early stage 	Annwen Morgan
5.2	Hate Crime	<ul style="list-style-type: none"> Embed "Tackling Hate Crimes and Incidents: A framework for action"² 	<ul style="list-style-type: none"> Front line services increase their understanding of Hate crime and support an increase in reporting 	<ul style="list-style-type: none"> An increase in Hate Crime reporting Victims of Hate Crime receive appropriate support 	Annwen Morgan
5.3	Supporting families and children at risk of ACE's	<ul style="list-style-type: none"> Identify and support vulnerable families who exhibit challenging behaviours 	<ul style="list-style-type: none"> Using an ACE informed lens for early intervention and root cause prevention 	<ul style="list-style-type: none"> Reduction in demand on frontline services Reduction in crime and disorder rates 	Lee Robinson
5.4	Reduce Reoffending	<ul style="list-style-type: none"> Minimise gaps in service provision for those at risk of offending 	<ul style="list-style-type: none"> Support the delivery of the All Wales Reducing Reoffending Strategy 	<ul style="list-style-type: none"> Reduction in re-offending rates 	Andy Jones
5.5	Youth Justice	<ul style="list-style-type: none"> Improve collaborative working across the region Review the Youth Justice 	<ul style="list-style-type: none"> Adopt regional YJ plan 	<ul style="list-style-type: none"> Reduction in young people entering the criminal justice system 	Colin Everett / Youth Justice Board Chairs

² Welsh Government Tackling Hate Crimes and Incidents: A Framework for Action [2014]

	NWSCB Focus	Actions	Milestones	Success	Lead Officer
		structures in light of reduced funding		<ul style="list-style-type: none"> Prevent those in the criminal system from custodial sentencing For young offenders to have fulfilling life plans which help them avoid re-offending in the future 	
5.6	Migration changes	<ul style="list-style-type: none"> The migration toolkit identifies migration patterns and the implications for community safety 	<ul style="list-style-type: none"> Relevant information is shared in a timely and appropriate way 	<ul style="list-style-type: none"> The impacts of demographic change on the community safety agenda are understood and addressed 	Annwen Morgan
6	Governance of the NWSCB				
6.1	Ensure our work is evidence based	<ul style="list-style-type: none"> Enhance the research and analysis processes across partners. 	<ul style="list-style-type: none"> The NW SCB and each CSP will sign off a data sharing protocol Consolidate Needs Assessments to support resource allocation and collaboration. 	<ul style="list-style-type: none"> Information is shared in a timely and appropriate way A proposal and timetable for consolidating the needs assessments in 2018 is drafted. 	Mark Polin
6.2	Commissioning Review	<ul style="list-style-type: none"> Review of Commissioning of OPPC and APB 	<ul style="list-style-type: none"> More efficient and more focussed regional, sub regional and local community safety activity 	<ul style="list-style-type: none"> Best use is made of resources and expertise 	Lee Robinson

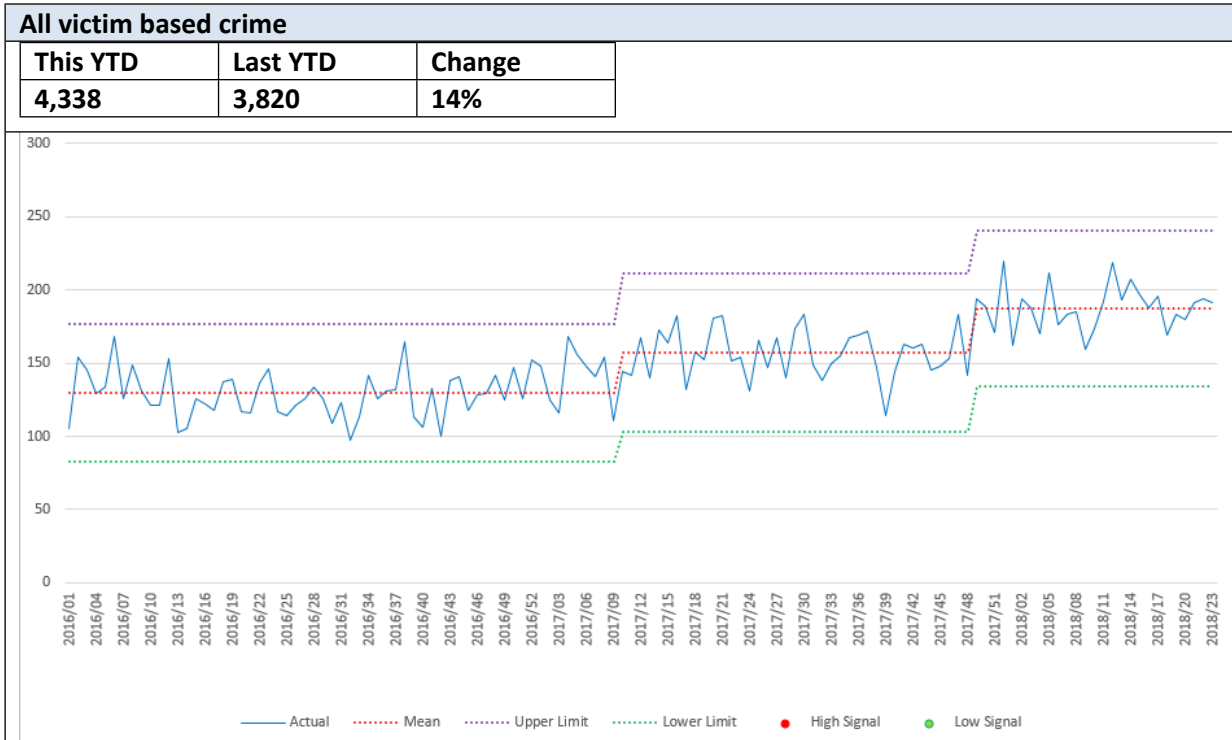
	NWSCB Focus	Actions	Milestones	Success	Lead Officer
6.3	Reporting mechanism	<ul style="list-style-type: none"> ▪ NW SCB hold local CSPs, the Channel Panel and Modern Slavery delivery group to account 	<ul style="list-style-type: none"> ▪ Share good practice and expertise to improve performance 	<ul style="list-style-type: none"> ▪ Reduction in levels of crime and disorder 	Cllr Hugh Jones
6.4	External audit	<ul style="list-style-type: none"> ▪ Implement the relevant findings from the WAO review of community safety ▪ Participate in the Welsh Government review of community safety 	<ul style="list-style-type: none"> ▪ Ensure that the NWSCB reflects good practice 	<ul style="list-style-type: none"> ▪ Partners participate in the NWSCB appropriately 	Cllr Hugh Jones

The 4 North Wales local Community Safety Partnership's (CSPs) focus

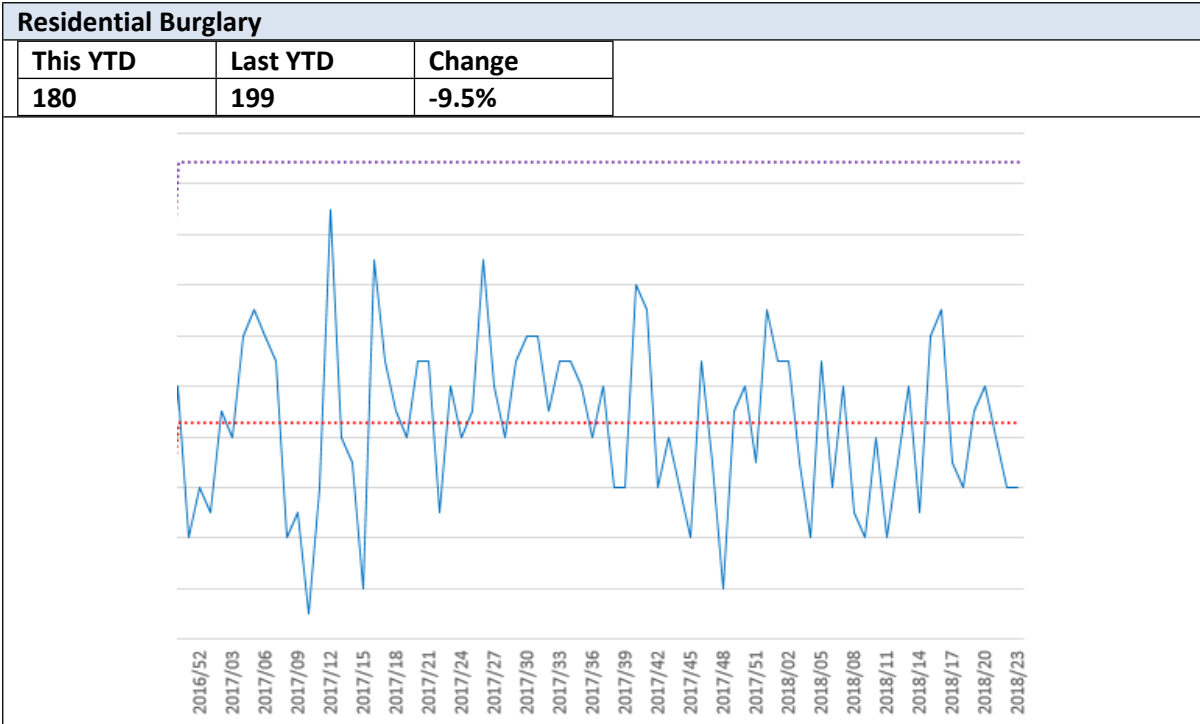
This document outlines the plans to ensure we are working together to **make North Wales a safe place**.

The document should also act as a framework for the individual CSPs across North Wales to develop a local delivery plan that meets the objectives of the PCC, supports the evidence in the North Wales Police strategic assessment and meets the needs of the CSP at a local level.

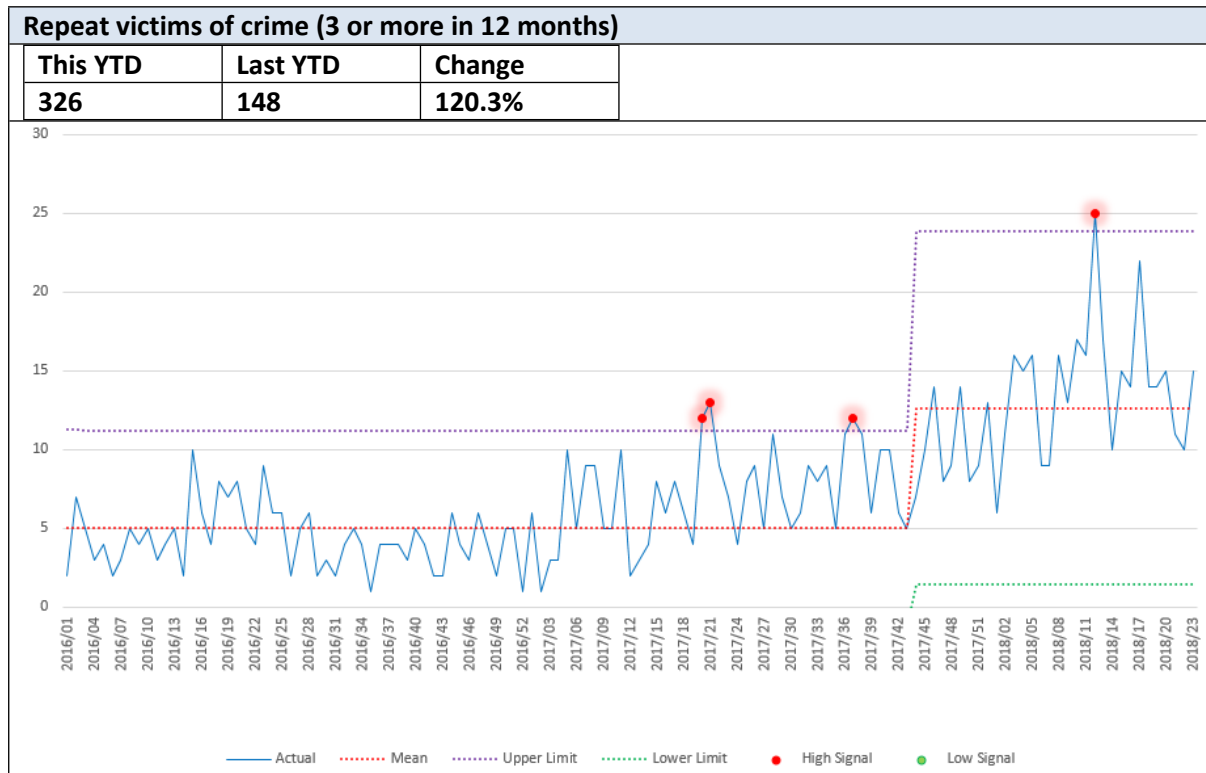
Subject:	North Wales Police Overview of Crime and Disorder Trends in Flintshire
Author:	Owen Preece, Partnership Analysis Manager
Date:	10/09/2018



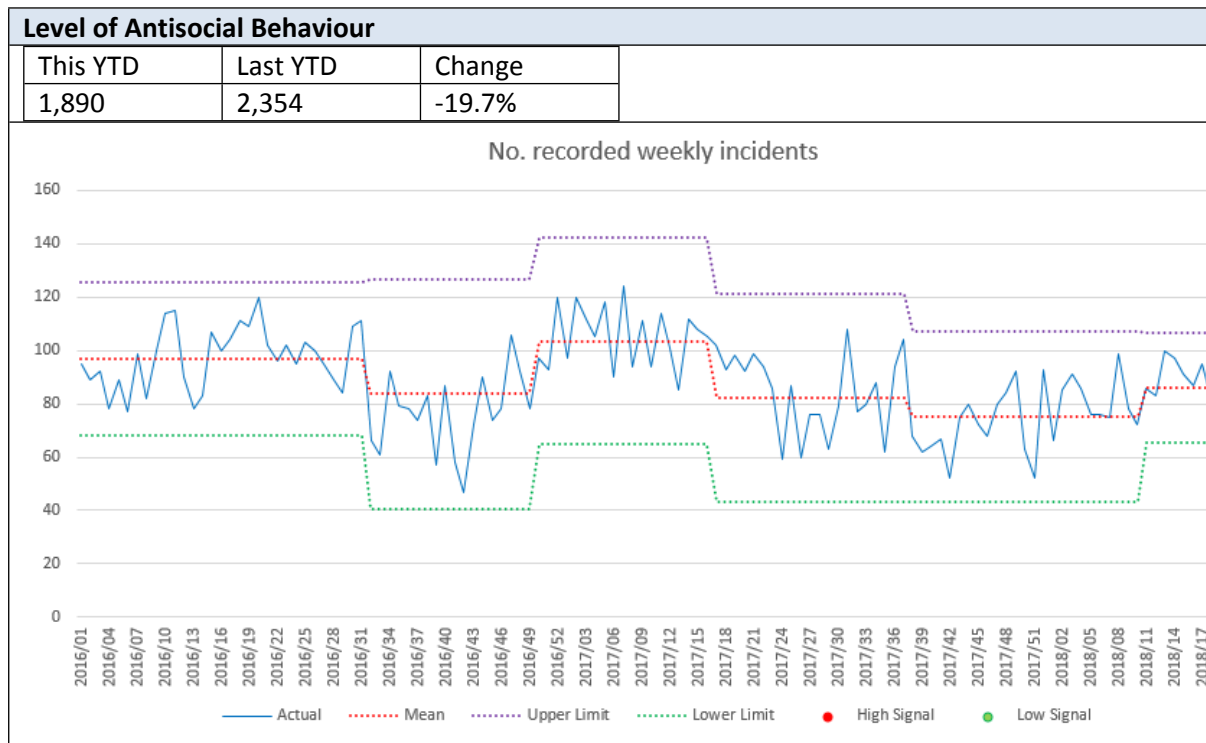
- Although **Victim Based Crime** increased in Flintshire by 16% in 2017/18 it was the Local Authority that experienced the smallest rise in North Wales. Analysis has evidenced that the increase is a result of an improvement in crime recording effectiveness rather than an increase in offending; these changes have had a particular impact on the number of recorded Violence and Sexual offences. National trends reflect similar increases in recorded crime levels with improved data integrity and efficient crime recording being emphasised nationally. Flintshire is below average compared to its Most Similar Group (MSG) and is anticipated to remain stable.
- A further increase of 14% has been observed in 2018/19 year to date. A new process for recording stalking and harassment has contributed to an increase in victim based crime across the force area.



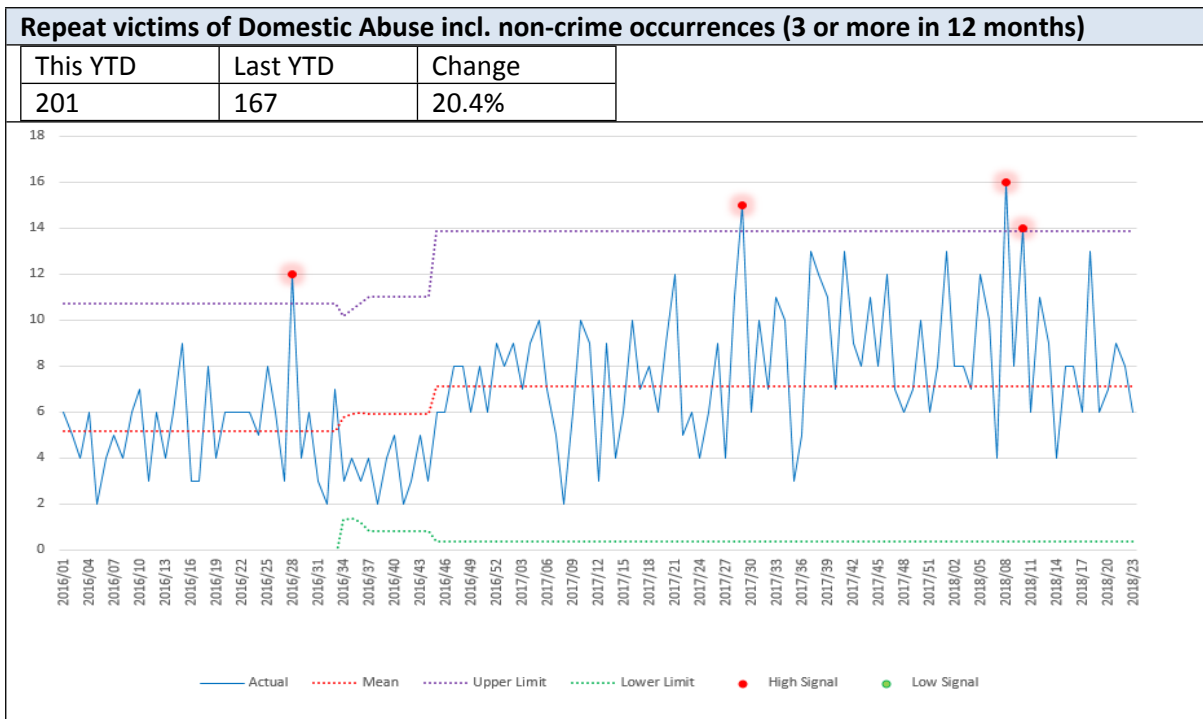
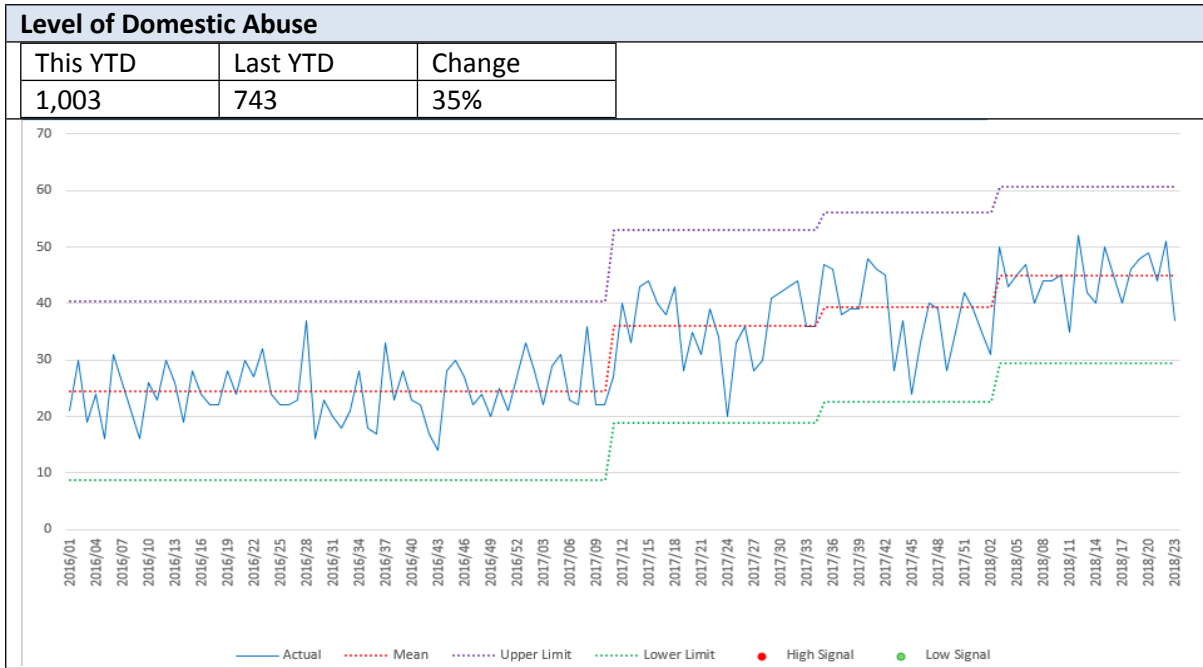
- Acquisitive crime** in Flintshire remains relatively stable. Reductions in residential burglary have been offset by increases in Shoplifting offences, particularly in Holywell and Sealand. Burglary, vehicle crime and shoplifting are all below average in Flintshire when compared to its Most Similar Group.



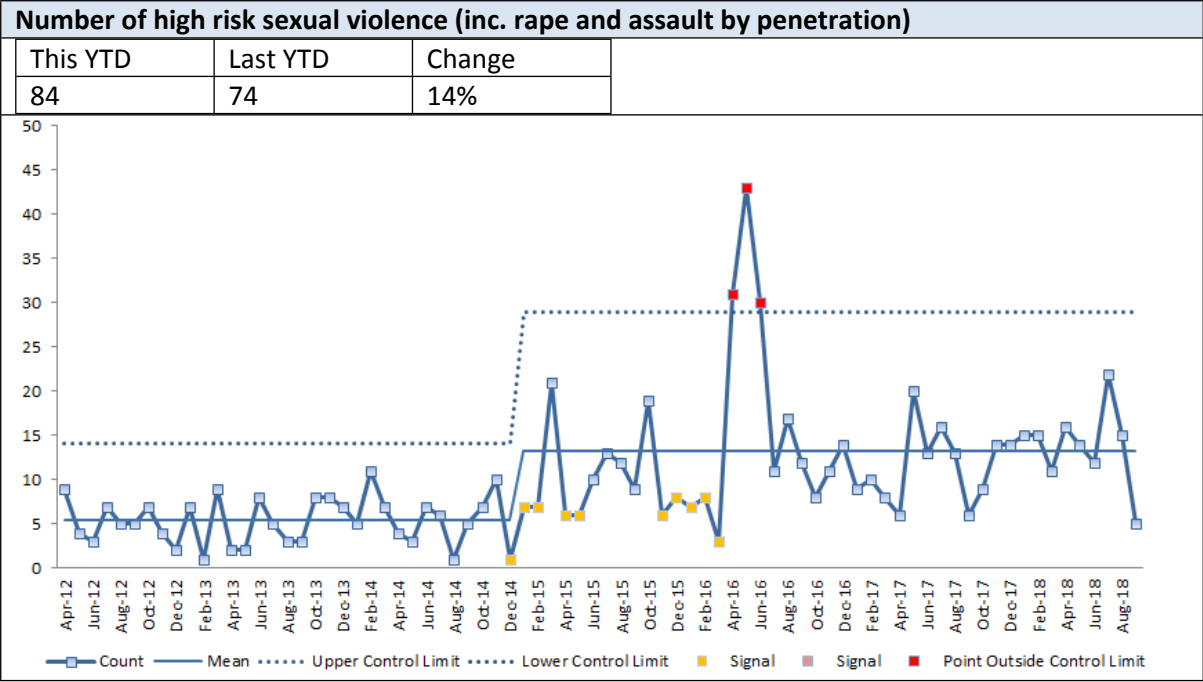
- The number of **repeat victims of crime** (3 or more in 12 months) continues to increase in Flintshire as they do across North Wales as a whole. Over 70 percent of repeat victims are victims of violence; as the changes in the recording processes have had a significant impact on violent crime levels it has resulted in more repeat victims being identified.



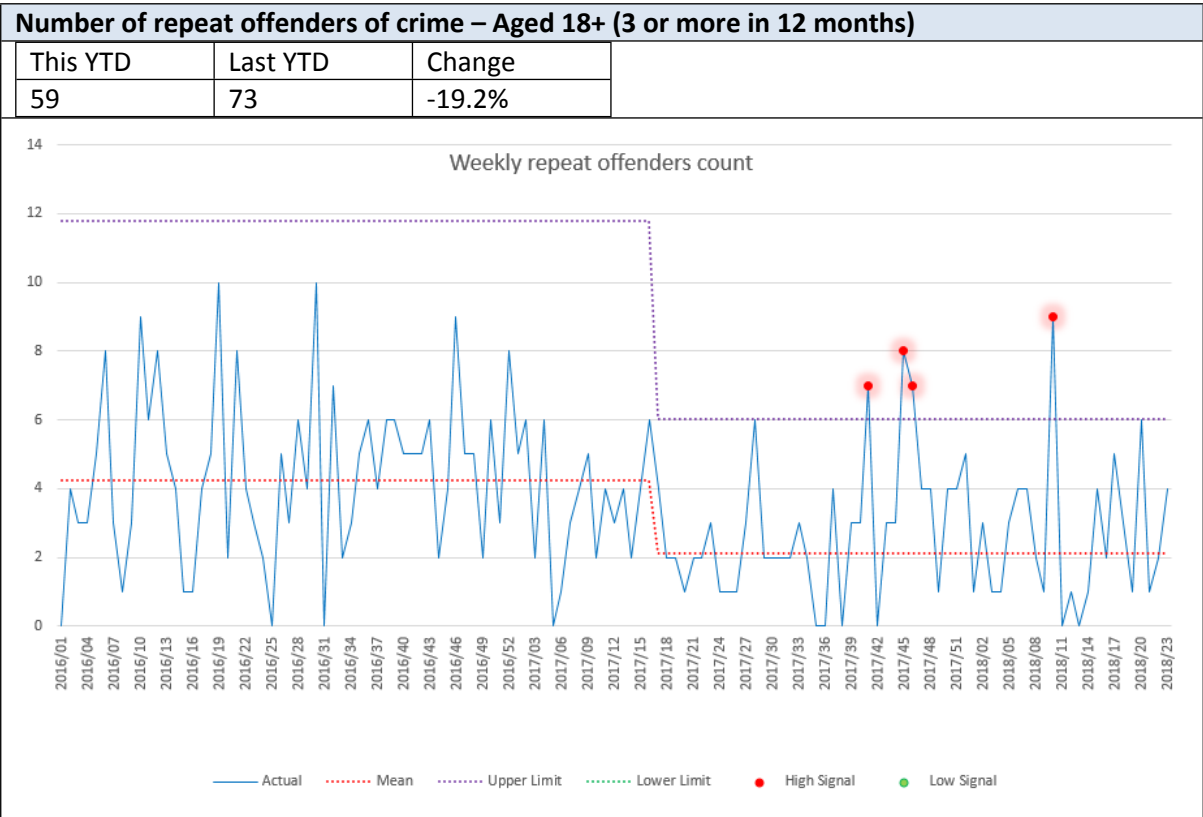
- Antisocial behaviour** reported to North Wales Police is highly seasonal with a significantly higher number of incidents reported during summer months when compared to winter months. Recorded ASB levels in Flintshire are lower in 2018/19 when compared to previous years. Repeat victims, locations and high risk vulnerable victims are referred for review to a multi-agency tasking group (Community Demand Reduction Partnership).



- With a national focus on crime recording integrity, changes in the recording of victim based crime have had a particular impact on domestic related offences. As a result, reports of **Domestic Crime** and **repeat victims of DA** being identified in Flintshire continue to increase.



- Recorded levels of **High Risk Sexual Violence** have remained relatively stable, although there were spikes in offending linked to historic reporting. In comparison to its Most Similar Group sexual violence in Flintshire is average. **CSE** offences are few in Flintshire with 2 offences reported year to date.



Official

- Repeat adult offenders age 18 and over who have been charged or cautioned for three or more crimes in 12 months. **Adult reoffending** has remained stable in Flintshire for several months. **Youth reoffending** also remains largely unchanged.



CORPORATE RESOURCES AND OVERVIEW SCRUTINY COMMITTEE

Date of Meeting	Thursday 20 September 2018
Report Subject	Council Plan. Changes to the Plan between 2017/18 and 2018/19
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2017-2023 is a five year plan which has six themes and a set of supporting priorities which remain constant for the term of the plan. The plan format was 'set' in 2017 and is reviewed each year for any changes in policy and priority. A summary of the changes in the Plan from last year to this had been requested.

This report summarises the changes that have been made and is accompanied by a more detailed document.

RECOMMENDATIONS

1	To note the changes in the Council Plan between 2017/18 and 2018/19.
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REPORT DETAILS

1.00	Explaining the changes between the two Council Plans
1.01	The Council Plan 2017-2023 is a five year plan which has six themes and a set of supporting priorities which remain constant for the term of the plan. The plan format was set in 2017 and is reviewed each year for any changes in policy and priority.

1.02	Members were involved in supporting the content of the Council Plan for 2018/19 by reviewing the existing plan and providing challenge and support to the proposed changes. This took place during a Member's workshop on 29 May.
1.03	<p>The main changes in plans between years occur as a result of a number of factors as outlined below:-</p> <p>Removal:</p> <ul style="list-style-type: none"> - completion of projects e.g. Major CAT schemes - continuation of 'business as usual' e.g. Dementia cafes - termination of external funding e.g. Energy Grant funding – warm home schemes <p>Changes / Developments:</p> <ul style="list-style-type: none"> - continuation / new phase of strategic programmes e.g. Growth Deal, Extra Care schemes <p>Additions:</p> <ul style="list-style-type: none"> - new policy areas e.g. Green and Blue Infrastructure mapping – a regional / Public Services Board priority - new local policy focus e.g. positive outcome apprenticeships

2.00	RESOURCE IMPLICATIONS
2.01	All priorities have associated resources which need to be taken into account and balanced against priority and capacity.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Member workshop on 29 May and Corporate Resources Overview and Scrutiny on 4 June gave members the opportunity to consider which areas of performance needed additional focus and continued attention.

4.00	RISK MANAGEMENT
4.01	Actions to achieve Council Plan outcomes and impacts are risk assessed to understand and manage the impact that certain activities can have.

5.00	APPENDICES
5.01	Appendix 1: Council Plan - Recorded changes between 2017/18 and 2018/19

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officer: Karen Armstrong, Corporate Business and Communications Executive Officer</p> <p>Telephone: 01352 702740</p> <p>E-mail: Karen.armstrong@flintshire.gov.uk</p>

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 Objectives and publish a Plan.</p> <p>Public Accountability Measures: nationally agreed measures to be collected and monitored by all councils for benchmarking purposes.</p>

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FLINTSHIRE COUNTY COUNCIL

Council Plan 2017/2023

How achievement will be measured - Supporting milestones and measures

Document to show changes between 2017/18 and 2018/19

Key:

✓ = Same / No Change

✘ = Removed completely

RED = Revised wording

BLUE = New addition

Priority	Sub-Priority	Impact
Supportive Council	Appropriate & Affordable Homes	Ensuring the supply of affordable and quality Council housing of all tenures

What we will do:

1. Provide new social and affordable homes. ✓

Achievement will be measured through:

- Delivery of HRA and NEW Homes Business Plans. ✓

Achievement Milestones for strategy and action plans:

- Delivering options for new, innovative low rent housing schemes for ~~under 35's~~ **single people** by March **2019**.

Achievement Measures	Lead Officer	Change and Comment
¹ The numbers of new Council homes being built through the SHARP programme. ✓	Chief Officer – Housing and Assets	Slightly reworded
² The numbers of additional new affordable homes delivered being built through the SHARP programme.		Slightly reworded
The number of additional properties managed by NEW Homes.		Slightly reworded
Increasing the total number of properties managed by NEW Homes.		New Measure

Aspirational targets are based on current business plans which may be subject to change for 2018/19 ✘

The aspirational target of 6 for 2018/19 reflects delivery of properties where definitive proposals are in place ✘

[These projections are dependent on securing additional HRA Borrowing Cap from Welsh Government and securing planning approval for the site](#)

2. Welsh Housing Quality Standard (WHQS) investment plan targets achieved. ✓

Achievement Milestones for strategy and action plans:

- Completing the in-year programmed WHQS work schemes in line with the Housing Asset Management Strategy by March 2019.

~~3. Develop solutions to the increasing frequency of unauthorised gypsy and traveller encampments.~~

3. Address the increasing frequency of unauthorised gypsy and traveller encampments and improve the Council's own permanent site.

Achievement Milestones for strategy and action plans:

- Agreed options appraisal identifying a range of measures to address this by March 2018. ✘
- Applying the partners protocol for the management of unauthorised encampments successfully by March 2019.
- Improvement of the Riverside traveller site through successful grant application to Welsh Government by March 2019.
- Identification of a transit site through the Local Development Plan by March 2019.

Priority	Sub-Priority	Impact
Supportive Council	Modern, Efficient and Adapted Homes	Ensuring the supply of affordable and quality housing of all tenures ✓

What we will do:

1. Improve standards within the private rented sector. ✓			
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Working proactively with landlords and tenants to improve the quality of private rented sector properties. ✓ Ensuring landlords and letting agents comply with the Rent Smart code of practice. ✓ Improving the quality of Houses in Multiple Occupation through making effective use of better intelligence and registration procedures. <p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> Improving the quality of Houses in Multiple Occupation through making effective use of better intelligence and registration procedures by March 2019. 			
Page 50	Achievement Measures	Lead Officer	Change and Comment
	The percentage of landlords and letting agents compliant with the Rent Smart code of practice. ✓	Chief Officer – Planning, Environment and Economy	No Change
	The percentage of landlords that have complied with improvement notices. ✘		Measure has been removed
	The percentage of tenants protected from unsuitable living conditions. ✓		No Change

2. Deliver the Council's housing growth needs. ✓

Achievement will be measured through:

- Increasing the number of new affordable homes agreed through the planning system by 50 during 2017/18. ✗
- Delivering social and affordable homes through Welsh Government funding programmes. ✓
- Increasing the number of new homes created as a result of bringing empty properties back into use. ✗
- [Bringing empty properties back into use through Housing Association investment programmes.](#)
- [Maximising the potential for affordable housing provision through the planning process where appropriate.](#)

Achievement Milestones for strategy and action plans:

- [Undertaking an assessment of the need for affordable housing on all applicable applications for residential development.](#)

Achievement Measures	Lead Officer	Change and Comment
The number of new affordable homes provided through the planning system. ✗	Chief Officer – Housing and Assets	Measure has been removed
³ The number of additional affordable units provided through the SHG Programme. ✓		No Change
PAM/014 The number of new homes created as a result of bringing empty properties back into use. ✓		No Change
Number of affordable housing on all applicable applications for residential development.		New Measure

³ The Social Housing Grant funding for 2018/19 2019/20 is not known therefore the aspirational target will remain to be confirmed

3. Meeting the housing needs of vulnerable groups. ✓

Achievement will be measured through:

- Reducing the average number of calendar days taken to deliver a Disabled Facilities Grant (DFG). ✓
- Increasing the numbers of Extra Care homes and individual units: ✗
 - Constructing Flint Extra Care (Llys Raddington) providing 70 new units. ✗
 - Confirming and agreeing plans for Holywell Extra Care providing 55 new units. ✗
- ~~Working strategically to~~ Addressing housing needs of adults with learning disabilities and other vulnerable individuals. ✓
- Opening of Flint Extra Care (Llys Raddington); progressing the build of Holywell Extra Care; considering opportunities for a further extra care facility in Flintshire.
- Focusing on the needs of people with a learning or physical disability requiring housing by identifying opportunities for new grants.
- Identifying accommodation for younger people with a learning or physical disability.
- Supporting hospital discharge by developing two houses.

Achievement Milestones for strategy and action plans:

- Confirming and agreeing plans by March 2018 for Holywell Extra Care providing 55 new units. ✗
- ~~Develop a plan to~~ Address housing needs of adults with learning disabilities and other vulnerable individuals by March 2019. ✓
- Focusing on the needs of people with a learning or physical disability requiring housing by identifying opportunities for new grants by March 2019.
- Identifying accommodation for younger people with a learning or physical disability by March 2019.

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Achievement Measures	Lead Officer	Change and Comment
PAM/015 Average number of calendar days taken to deliver a DFG. ✓	Chief Officer – Planning, Environment and Economy	No Change
4 The number of Flint Extra Care (Llys Raddington) units created. ✓	Chief Officer – Social Services	No Change
The number of Extra Care units provided across Flintshire. ✓		No Change

⁴ Aspirational target for the number of Flint Extra Care (Llys Raddington) units created is based on current business plans which may be subject to change for 2018/19 ✓

The aspirational target includes 55 Extra care units at Holywell. These are not planned to start construction until the end of 2019 so might not be completed within 2019/20

Priority	Sub-Priority	Impact
Supportive Council	Protecting People from Poverty	Protecting people from poverty by maximising their income and employability. ✓

What we will do:

1. Support Flintshire residents to better manage their financial commitments. ✓

Achievement will be measured through:

- Assisting people with Welfare Reform changes through the effective application of the Council’s Discretionary Housing Payment Policy. ✓
- Providing advice and support services to help people manage their income, including supporting people to access affordable credit and local Credit Unions. ✓
- Timely processing of Housing Benefit claims. ✓
- Assisting Flintshire residents to claim additional income to which they are entitled. ✓

Achievement Milestones for strategy and action plans:

- Develop a plan to assist people with Welfare Reform changes through the effective application of the Council’s Discretionary Housing Payment Policy **by March 2019.** ✓
- Providing support and guidance, though personal budgeting to help people manage their income, including support to access affordable credit and local Credit Unions. ✗

Achievement Measures	Lead Officer	Change and Comment
Number of days to process new housing benefit claims. ✓	Chief Officer – Housing and Assets	No Change
Number of days to process change of circumstances for housing benefit. ✓		No Change
The amount of additional income paid to Flintshire residents as a result of the anti-poverty work undertaken by the Council. ✓		No Change

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2. Manage local impact of the full Universal Credit (UC) roll-out.
2. Working collaboratively to minimise Universal Credit (UC) risks.

Achievement will be measured through:

- Achieving the Homeless prevention target. ✓
- Delivering the UC Operational board action plan. ✗
- Delivering Personal Budgeting and Digital Support Services. ✓

Achievement Milestones for strategy and action plans:

- Delivering the UC Operational board action plan **by March 2019.** ✓

Achievement Measures	Lead Officer	Change and Comment
PAM/012 Percentage of households successfully prevented from becoming homeless. ✓	Chief Officer – Housing and Assets	No Change
⁵ The number of people on UC that have received personal budgeting support. ✓		No Change
The number of people on UC that have received digital support. ✓		No Change

⁵ Aspiration targets dependent on continuation of funding and the number of people receiving Universal Credit. [Targets are based on the number of cases that Flintshire County Council are funded for via the DWP.](#)

3. Develop and deliver programmes that improve employability and help people to gain employment. ✘

3. Develop skills programmes and delivery mechanism for North Wales Growth Deal.

Achievement will be measured through:

- ~~Developing~~ **Finalising** an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support. ✓
- Developing an enhanced careers and guidance service for North Wales to match young people to the labour market. ✓
- Increasing the number of local people who, following attendance on a programme report they are closer to work or becoming ready to enter work. ✓

Achievement Milestones for strategy and action plans:

- Developing an employability proposal as part of the Regional Economic Growth Bid to seek long term investment via a simple and cost effective programme of support by March 2018. ✘
- Develop a plan for an enhanced careers and guidance service for North Wales to match young people to the labour market by March **2019**. ✓
- **Build upon the work already developed on employability across north Wales to submit a detailed business case to UK and Welsh Governments by August 2018.**

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Achievement Measures	Lead Officer	Change and Comment
Number of people completing programmes commissioned by the Council which deliver job and training outcomes. ✓	Chief Officer – Planning, Environment and Economy	No Change

4. Develop and deliver programmes to improve domestic efficiency to reduce Co2 emissions and fuel poverty. ✓

Achievement will be measured through:

- Reducing the overall annual fuel bill for residents **benefiting from energy efficient programmes.** ✓
- Providing advice and support to residents to enable them to switch to a lower cost energy tariff. ✓
- Increasing the number of private sector and Council homes receiving energy efficiency measures. ✓
- Securing Welsh Government ARBED3 Programme Funding. ✗

Achievement Milestones for strategy and action plans:

- Secure Welsh Government ARBED3 Programme Funding by March 2018. ✗

Achievement Measures	Lead Officer	Change and Comment
Annual reduction of domestic fuel bills for residents of Flintshire. ✗	Chief Officer – Housing and Assets	Measure has been removed
The number of residents supported to lower their energy tariff. ✗		Measure has been removed
The number of people receiving the warm home discount. ✗		Measure has been removed
The number of people who receive a full healthy homes healthy people/affordable warmth/HHSRS home visit and tailored advice. ✗		Measure has been removed
The number of private sector homes receiving efficiency measures. ✓		No Change
The number of Council homes receiving efficiency measures. ✓		No Change
The number of people receiving advice and support to enable reductions in tariff.		New Measure

5. Develop a strategy to address food poverty. ✓

Achievement will be measured through:

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty. ✓
- Undertaking **Completing** feasibility work for the development of a food-based social enterprise. ✓

Achievement Milestones will be measured through:

- Developing programmes in partnership with the social and third sector to work towards addressing food poverty by March **2019**. ✓
- Undertaking **Completing** feasibility work for the development of a food-based social enterprise by December **2018**. ✓

6. Assist residents of Flintshire to access affordable credit. ✗

Achievement will be measured through:

- Develop effective partnerships with local Credit Unions to enable residents to access banking services and affordable credit. ✗

Achievement Milestones will be measured through:

- Develop service level agreements with local Credit Unions to enable residents to access banking services and affordable credit by March 2018. ✗

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Priority	Sub-Priority	Impact
Supportive Council	Independent Living	<ul style="list-style-type: none"> • Making early interventions to support healthy and independent living. ✓ • Sustaining a local market of high quality and affordable service provision for those who are highly dependent on care support. ✓

What we will do:

~~1. Ensure care home provision within Flintshire enables people to live well and have a good quality of life.~~

1. Expand and support the care sector to enable people to live well and have a good quality of life.

Achievement will be measured through:

- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market. ✗
- Supporting care home providers to ensure service sustainability and delivering Progress for Providers. ✗
- Delivering dementia awareness training to the care homes workforce. ✗
- Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision. ✗
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability. ✗
- Further development of a business model to support an additional extra care scheme in the County according to need.
- Continuing to deliver the improvement programme for person-centred care (Progress for Providers) in the residential sector, and extend to domiciliary providers.
- Consideration of feedback from the Older People’s Commissioner in her review of “A Place Called Home”.
- Develop local and community based options for Looked After Children.

Achievement Milestones for strategy and action plans:

- Agreeing the business model to increase direct provision of residential care and sustain domiciliary care roles to support the wider market by March 2019. ✓
- Develop a plan to help support care home providers to ensure service sustainability by October 2017. ✗
- Working with Betsi Cadwaladr University Health Board (BCUHB) to develop an action plan to support the quality and breadth of nursing provision by **March 2019**. ✓
- Delivering a strategy for independent sector domiciliary care agencies to support service sustainability by October **2018**. ✓

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Achievement Measures	Lead Officer	Change and Comment
The number of care homes who have implemented the new Progress for Providers Programme. ✘	Chief Officer – Social Services	Measure has been removed
The percentage of care homes registered on the programme that have achieved the bronze standard for Progress for Providers. ✘		Measure has been removed
The percentage number of care homes that have achieved bronze standard who have also achieved silver standard for Progress for Providers. ✓		Measure has been revised to record the number of care homes instead of the percentage of care homes
Sustaining existing care homes within Flintshire. ✓		No Change
The percentage occupancy within Flintshire care homes. ✓		No Change
Number of in house locality teams working towards Bronze standard in Progress for Providers of domiciliary care.		New Measure
Number of independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care.		New Measure

2. Support greater independence for individuals with a frailty and / or disability including those and for people at risk of isolation. ✓

Achievement will be measured through:

- Increasing the percentage of adults who are satisfied content with their care and support. ✓
- Implementation of a joint Community Resource Team (CRT) with BCUHB which is able to offer advice and support through the Single Point of Access (SPOA). ✗
- Ensuring that the workforce are equipped to provide person centred care in line with the requirements of the Social Services and Well-being Act (Wales) 2014. ✗
- Strengthening the multi-agency Single Point of Access by close working with BCUHB.
- Ensuring that the wider care sector workforce are supported to be compliant with the Regulation and Inspection of Social Care (Wales) Act.
- Implementing the priorities of the Ageing Well Plan.

Achievement Milestones for strategy and action plans:

- Implementation of a joint CRT with BCUHB which is able to offer advice and support through the SPOA by December 2017. ✗
- Achieve a more effective Single Point of Access through continued joint working with BCUHB and integration with the Community Resource Team by December 2018.

Achievement Measures	Lead Officer	Change and Comment
Percentage of adults satisfied with their care and support. ✓	Chief Officer – Social Services	No Change
The number of extra hours provided for advice and support through the Single Point of Access. ✗		Measure has been removed
The Percentage of employees trained in Person Centred Care in line with the Social Services and Well-being Act (Wales) 2014. ✗		Measure has been removed
The percentage of the relevant workforce to have received training in RISCA ¹		New Measure

¹ Regulation and Inspection of Social Care Act

3. Improve outcomes for Looked After Children. ✓

Achievement will be measured through:

- Supporting children in **Strengthening** stable, local placements **for children.** ✓
- Strengthening partnership working with BCUHB to ensure timely access to health assessments including CAMHS. ✓
- Increasing the percentage of young people who are content with their care and support.

Achievement Measures	Lead Officer	Change and Comment
Percentage of child assessments completed in time. ✓	Chief Officer - Social Services	No Change
Percentage of children in care who had to move 2 or more times. ✓		No Change
Percentage of children assessed by CAMHS within 28 days by BCUHB. ✘		Measure has been removed
Percentage of looked after children with a timely health assessment.		New Measure

Priority	Sub-Priority	Impact
Supportive Council	Integrated community social and health services	<ul style="list-style-type: none"> Enabling more people to live independently and well at home. ✓ Giving equal opportunity to all to fulfil their lives. ✓ Providing joined-up services with public and third sector partners which support quality of life in communities and for individuals and families. ✓

What we will do:

~~1. Ensure that effective services to support carers are in place as part of collaborative social and health services.~~

1. Develop and integrate services for carers with our commissioned providers.

Achievement will be measured through:

- Increasing the number of carers identified through the Single Point of Access (SPOA). ✗
- Increasing the number of carers that feel are supported. ✓
- Evidencing improved outcomes for carers. ✓
- Developing the Carers' Action Plan. ✗
- Increasing the use of advocacy for carers.

Achievement Milestones for strategy and action plans:

- Evidencing improved outcomes for carers by enabling them to continue with their caring role by March 2019. ✓
- Development of the regional Carer's Action Plan by March 2018. ✗

Achievement Measures	Lead Officer	Change and Comment
Number of adult carers identified. ✓	Chief Officer – Social Services	No Change
Percentage of carers that feel supported. ✓		No Change

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2. Further develop the use of Integrated Care Fund (ICF) to support effective discharge from hospital and ensure a smoother transition between Health and Social Care services.

2. Embed the long term use of the Integrated Care Fund (ICF) to meet local needs and demands.

Achievement will be measured through:

- Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital. ✘
- Maintaining the rate of delayed transfers of care for social care reasons. ✓
- Reaching agreement for the alignment of ICF with local priorities.

Achievement Milestones for strategy and action plans:

- Creating essential additional services such as Step Up/Step Down beds providing choice when leaving hospital by March 2020. ✘
- Reach agreement for the alignment of ICF with local priorities throughout the year by March 2019.

Achievement Measures	Lead Officer	Change and Comment
PAM/025 Percentage of people kept in hospital while waiting for social care per 1,000 population aged 75+. ✓	Chief Officer – Social Services	No Change

3. Establish an Early Help Hub, involving all statutory partners and the third sector.

3. Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector.

Achievement will be measured through:

- Establishing the Early Help Hub to provide effective and timely support to families. ✘
- Reducing referrals that result in “no further action”. ✘
- The number of families who receive information and support through the Early Help Hub.
- The collection of case studies and feedback from families.
- Developing a sustainable financing plan with partners.

Achievement Milestones for strategy and action plans:

- Establishment of the Early Help Hub to provide effective and timely support to families by October 2017. ✘
- Establish a process for collecting feedback from families engaging with the Early Help Hub by March 2019.
- Developing a sustainable financing plan with partners by March 2019

Achievement Measures	Lead Officer	Change and Comment
Percentage of child protection referrals that result in “no further action”. ✓	Chief Officer – Social Services	No Change
The number of families receiving information and support through the Early Help Hub.		New Measure

4. Further develop dementia awareness across the county. ✘

Achievement will be measured through:

- The number of dementia cafes in Flintshire. ✘
- Increasing number of dementia friendly communities in Flintshire. ✘

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Achievement Measures	Lead Officer	
The number of dementia cafes in Flintshire. ✘	Chief Officer – Social Services	Measure has been removed
The number of dementia friendly communities in Flintshire. ✘		Measure has been removed

4. Working with the new Wales Programme to recognise Adverse Childhood Experiences (ACES).

Achievement will be measured through:

- A better informed and skilled workforce which can proactively respond to individuals as well as increased vulnerability awareness among frontline staff.
- Developing more appropriate and consistent sharing of information about vulnerability and reduce repeat demand.

Achievement Milestones for strategy and action plans:

- A better informed and skilled workforce which can proactively respond to individuals as well as increased vulnerability awareness among frontline staff by March 2019.
- Developing more appropriate and consistent sharing of information about vulnerability and reduce repeat demand by March 2019.

Priority	Sub-Priority	Impact
Supportive Council	Safeguarding	<ul style="list-style-type: none"> Protecting people from the risk of any form of abuse. ✓ Making communities safe places by working with partners to prevent crime, repeat crime and anti-social behavior. ✓

What we will do:

- ~~1. Strengthen arrangements within all council portfolios to have clear responsibilities to address safeguarding.~~
1. All Council portfolios to understand and act on their responsibilities to address safeguarding.

Achievement will be measured through:

- Increasing referral rates from within Council services other than Social Services. ✗
- Completion of the online child and adult safeguarding module. ✓
- Council officers completing safeguarding awareness training. ✗
- Embedding processes and best practice across the council. ✗
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage. ✓
- Implement the safeguarding policy across all Council Services. ✗
- Increasing awareness across portfolios through appropriate training.
- Increasing the public's awareness of safeguarding.

Achievement Milestones for strategy and action plans:

- Embedding processes and best practice across the Council by March 2018. ✗
- Reviewing corporate service policies and procedures to identify breadth and depth of safeguarding coverage by September 2017. ✗
- Implement safeguarding policy across all Council Services by September 2017. ✗
- Ensure all contracts include appropriate obligations to promote safeguarding best practice by March 2018. ✗
- Ensuring safeguarding best practice has become business as usual across the council by March 2019.

Achievement Measures	Lead Officer	Change and Comment
Increased referral rates from services other than Social Services. ✗	Chief Officer – Social Services	Measure has been removed
The number of officers who have completed the specialist 'AFTA Thought' safeguarding awareness training. ✓		Measure has been reworded slightly

2. Ensure that our response rates to referrals remain within statutory targets. ✘

Achievement will be measured through

- Meeting statutory procedural targets for child and adult protection. ✘

Achievement Measures	Lead Officer	Change and Comment
Percentage of adult protection enquiries completed within 7 days. ✘	Chief Officer – Social Services	Measure has been removed
Percentage of initial child protection conferences due in the year and held within timescales. ✘		Measure has been removed
Percentage of reviews of children on the child protection register due in the year and held within timescales. ✘		Measure has been removed

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3. Preventative approach towards Child Sexual Exploitation (CSE). ✘

Achievement will be measured through:

- Developing a corporate plan linked to regional work to combat CSE. ✘
- Cascading of North Wales Police CSE videos to all portfolios. ✘

Achievement Milestones for strategy and action plans:

- Develop a corporate plan linked to regional work to combat CSE by October 2017. ✘
- Raising awareness of CSE for senior managers through Change Exchange. ✘

Achievement Measures	Lead Officer	Change and Comment
The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos. ✘	Chief Officer – Social Services	Measure has been removed

Further measures will be adopted for 2018/19 with partner agencies following development of a plan to combat CSE by October 2017. ✘

4. Identify and address the signs and symptoms of domestic abuse and sexual violence. ✓ (Now No. 2)

Achievement will be measured through:

- Delivery of the level 1 training programme for all Council employees. ✗
- Implementing training for Council employees to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework. ✗
- The number of incidents of Domestic Abuse and Sexual Violence reported. ✓
- The workforce being more confident in identifying and reporting the signs and symptoms of domestic abuse and sexual violence following the delivery of the level 1 training programme to meet the requirements of the Domestic Abuse and Sexual Violence (DASV) National Training Framework.

Achievement Measures	Lead Officer	Change and Comment
The 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. ✓	Chief Executive	No Change
Number of reported incidents of Domestic Abuse and Sexual Violence. ✓	Chief Officer – Planning, Environment and Economy	No Change
Number of Domestic Abuse incidents reported to North Wales Police. ✓		No Change
Number of incidents of Sexual Assault reported to North Wales Police. ✓		No Change

To support the forthcoming Violence Against Women, Domestic Abuse & Sexual Violence Strategy which is expected to be in place by March 2019 Welsh Government are intending to publish a set of national indicators across all public services.

5. Strengthen regional community safety through collaboration and partnership arrangements. ✓ (Now No. 3)

Achievement will be measured through:

- Adopting and achieving of the priorities of the North Wales Safer Communities' Board Plan through; formulation of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board. ✓

Achievement Milestones for strategy and action plans:

- Development of a local delivery plan, which also includes locally identified priorities, and overseen by the Public Services Board by March 2019. ✓

6. Ensure we meet the requirements of the North Wales Contest Board. ✘

Achievement will be measured through:

- Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015. ✘

Achievement Milestones for strategy and action plans:

- Develop a plan to identify and monitor progress of the prevent duties as outlined within the Counter Terrorism and Security Act 2015 by December 2017. ✘

Priority	Sub-Priority	Impact
Ambitious Council	Business Sector Growth and Regeneration	<ul style="list-style-type: none"> • Sustaining economic growth through local and regional business development, employment and training sites. ✓ • Developing the transport infrastructure and employment sites and transport services, widening access to employment and training sites. ✓ • Creating a supply of diverse and quality training and employment opportunities. ✓

What we will do:

- ~~1. The Regional Economic Growth Deal will be submitted to UK and Welsh Governments this year and will set out the main priorities for economic development across North Wales.~~
1. The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Governments this year, including agreement of funding allocations and formal governance arrangements.

Achievement will be measured through:

- ~~Contributing to the development~~ **Final agreement** of a new governance framework for the North Wales Economic Ambition Board.
- ~~The success of the region in achieving~~ **achievement of** a Regional Growth Deal Bid for Government Investment in the regional economy.
- ~~Developing~~ **Agreeing** a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire.
- ~~Developing~~ **Publishing the Deposit version of** the Local Development Plan (LDP) economic strategy.
- ~~Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application.~~ ✘

Achievement Milestones for strategy and action plans:

- ~~Contributing to the development~~ **Final agreement** of a new governance framework for the North Wales Economic Ambition Board by **March 2019**.
- ~~Securing a Regional Growth Deal Bid for Government Investment in the regional economy by~~ **October 2019**.
- ~~Developing a strategy for delivery of the parts of the Regional Growth Deal which will directly benefit Flintshire by~~ **October 2017**. ✘
- ~~Developing the Local Development Plan (LDP) economic strategy by~~ **March 2019**.
- ~~Supporting the development of the Wales Advanced Manufacturing Institute by Welsh Government with a successful planning application by~~ **March 2018**. ✘
- **Preparation for regional programme delivery in place by March 2019.**

2. Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Ensure that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal. ✓

Achievement will be measured through:

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway. ✓
- Seeking a revised strategic framework from the Northern Gateway developers. ✓
- Completing phase 1 enabling works by Welsh Government. ✗
- Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works. ✗
- Delivery of phase 2 and / or phase 3 enabling works.

Achievement Milestones for strategy and action plans:

- Providing clear and responsive guidance to potential developers within the DEZ and Northern Gateway by March 2019. ✓
- Seeking a revised strategic framework from the Northern Gateway developers by March 2018. ✗
- Completing phase 1 enabling works by Welsh Government by April 2018. ✗
- Securing Welsh Government agreement for phase 2 and / or phase 3 enabling works by December 2018. ✗
- Welsh Government committing to a further phase of infrastructure works on Northern Gateway by December 2018.

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3. Develop long term strategic approach to Council's economic estate and land. ✓

Achievement will be measured through:

- Completing a review of the Council's economic estate and land. ✗
- Complete an action plan from the review of the Council's economic estate and land.

Achievement Milestones for strategy and action plans:

- Review of the Council's economic estate and land by March 2018. ✗
- Complete an action plan from the review of the Council's economic estate and land by August 2018.

~~4. Expand the scale and quality of apprenticeships both regionally and locally, and make the best use of the Apprenticeship Training Levy (ATL).~~

4. Protecting the scale and quality of apprenticeships both regionally and locally.

Achievement will be measured through:

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal. ✓

Achievement Milestones for strategy and action plans:

- Ensuring apprenticeships feature in the Regional Economic Growth Deal proposal by **March 2019**. ✓

~~5. Develop a new approach to supporting town centre vitality and regeneration that maximises their role as shop windows for the County.~~

5. Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils.

Achievement will be measured through:

- Developing and agreeing a multi-agency plan. ✗
- Developing solutions for the productive use of land in town centres for retail, commercial, housing and other complementary uses. ✓
- Plan to identify options to diversify land use in town centres whilst maintaining their primary role as retail centres. ✗
- **Development and implementation of local plans for retail offer, town centre management, transport connectivity, local asset and service management and appearance.**
- **Development of options to diversify land use in town centres whilst maintaining their primary role as retail centres.**

Achievement Milestones for strategy and action plans:

- Developing and agreeing a multi-agency plan by March 2018. ✗
- Develop solutions for the productive use of land in town centres for retail, commercial, housing and complementary uses by **March 2019**. ✓
- Plan to identify options to diversify land use in town centres whilst maintaining their primary role as retail centres by **March 2019**. ✓

6. Targeted Regeneration Investment Programme (TRIP) – developing Flintshire’s role and its local programme. (NEW)

Achievement will be measured through:

- Developing proposals and gaining funding commitment for town centre projects which facilitate town centre diversification.

Achievement Milestones for strategy and action plans:

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal by July 2018.
- Continue to work closely with Welsh Government to plan, develop and implement elements of the North East Wales Metro by March 2019.

6. Ensure Propose that the development of regional and local transport strategy initiatives maximises the potential for economic benefits and improves access to employment and tourism destinations. ✓ (Now No. 7)

Achievement will be measured through:

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal. ✓
- Plan the development of transport connections from the North East Wales Metro scheme to support wider economic development across Flintshire. ✓
- Inclusion of local transport priorities in the North Wales Economic Strategy and the North Wales Growth Deal Bid. ✗
- The performance of the local and sub-regional economy with public sector interventions in investment. ✓
- Implementing the Deeside Plan for transport access to the principal employment sites. ✗
- [Implementing the Flintshire County Council Integrated Transport Strategy to improve transport access to the principal employment sites.](#)

Achievement Milestones for strategy and action plans:

- Ensuring that transport infrastructure features in the Regional Economic Growth Deal proposal by July 2018. ✗
- Complete the Plan to develop transport links from the North East Wales Metro scheme to support wider economic development across Flintshire by December 2017. ✗
- Implement the Deeside Plan for transport access to the principal employment sites. ✗
- [Submission of Regional Growth Deal proposals to UK and Welsh Governments and subsequent negotiation process concluded by March 2019.](#)
- [Deliver the in-year actions against the Welsh Government funded North East Wales Metro schemes by March 2019.](#)

~~Measures are to be adopted by all partner councils as part of the Regional Economic Growth Deal Bid between November and March 2018. ✗~~

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Priority	Sub-Priority	Impact
Learning Council	High Performing Education	<ul style="list-style-type: none"> • Providing high quality learning opportunities, and learning environments for learners of all ages. ✓ • Supporting children and younger people to achieve their potential. ✓ • Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement. ✓

What we will do:

1. Develop Education and Integrated Youth Services. ✘	
<ul style="list-style-type: none"> • Continuing to work with the Regional School Improvement Service (GwE) to: - <ul style="list-style-type: none"> ➢ Provide support and challenge to all schools to achieve the best possible educational outcomes for all learners; ✘ ➢ Identify and target support for those schools most in need; ✘ ➢ Develop the capacity of schools to respond to national initiatives and curriculum reforms; ✘ ➢ Improve skills in digital literacy, literacy and numeracy ✘ • Maintaining relative performance in Mathematics, English/Welsh first Language and Core Subject Indicators at Key Stage 2 and Key Stage 3. ✘ • Improving outcomes in Foundation Phase. ✘ • Improving outcomes in Key Stage 4. ✘ • Raising standards achieved by learners who are entitled to free school meals. ✘ • Developing strategies to support broader well-being needs of children and young people. ✘ • Improving attendance. ✘ • Developing an effective local approach to national inclusion reforms. ✘ • Implementing proposed reforms for the portfolio Pupil Referral Unit including relocation onto a single site to improve quality provision. ✘ • Developing a sustainable strategy for the Flintshire Music Service. ✘ • Embedding Welsh in the Education Strategic Plan. ✘ • Maintaining levels of 16 year olds in education, employment and training above benchmark position. ✘ 	Page 73

- Further developing the Youth Engagement and Progression work programme for learners in danger of disengaging. ✕
- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process. ✕
- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School programme. ✕
- Maintaining a schedule of repairs and maintenance of school buildings. ✕

Achievement will be measured through:

- The number of learners achieving or exceeding the expected outcome levels at key assessment points eg age 7,11,14 and 16. ✕
- Delivering the portfolio's Education Improvement & Modernisation Strategy, GwE Business Plan and Welsh in Education Strategic Plan to achieve key milestones. ✕
- Delivering and embedding the Families First Programme and Flintshire's Integrated Youth Services Strategy "Delivering Together". ✕
- Targeting vocational and employability skills. ✕
- Enhancing personal support, including coaching, mentoring and help with transition. ✕
- Realising the benefits of regional European Social Fund programmes. ✕
- Measuring reduction in first time entrance to the youth justice system. ✕
- Improving outcomes for targeted groups of vulnerable learners, e.g. Looked After Children and young people exiting the Youth Justice System. ✕
- Create a vibrant Youth Council to provide meaningful input from Flintshire young people to our democratic process. ✕
- Developing and implementing a plan for the next phase of Schools Modernisation, through the 21st Century School programme. ✕
- Improving the number of hours in education, training or employment that young people in the youth justice system can access. ✕
- Maintaining a schedule of repairs and maintenance of school buildings. ✕

Achievement Milestones for strategy and action plans:

- Delivering the portfolio's Education Improvement & Modernisation Strategy. ✕
- Delivering and embedding the Families First Programme and Flintshire's Integrated Youth Services Strategy "Delivering Together" by March 2018. ✕
- Targeting vocational and employability skills by March 2018. ✕
- Enhancing personal support, including coaching, mentoring and help with transition by March 2018. ✕
- Realising the benefits of regional European Social Fund programmes by March 2018. ✕
- Create a delivery plan for the launch of the young peoples' council by October 2017. ✕
- Completing key milestones in the Schools Modernisation programme by March 2018. ✕
- Maintain an annual repairs and maintenance programme of school buildings through the Council's Capital programme. ✕

Achievement Measures	Lead Officer	Change and Comment
PAM/003 Percentage of pupils achieving the expected outcome at the end of the Foundation Phase (FPOI). ✘	Chief Officer – Education and Youth	
Percentage of pupils who receive free school meals, achieving the expected outcome at the end of the Foundation. Phase (FPOI). ✘		
PAM/004 Percentage of pupils achieving the expected outcome at the end of key stage 2. (CSI). ✘		
Percentage of pupils who receive free school meals, achieving the expected outcome at the end of key stage 2. (CSI). ✘		
PAM/005 Percentage of pupils achieving the expected outcome at the end of key stage 3. (CSI). ✘		
Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 3. ✘		
PAM/006 Percentage of pupils achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths. ✘		
Percentage of pupils who receive free school meals achieving the expected outcome at the end of key stage 4. Level 2 inclusive threshold 5 GCSE A* - C incl E/W and Maths. ✘		

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PAM/007 Percentage of pupil attendance in primary schools. ✕		
PAM/008 Percentage of pupil attendance in secondary schools. ✕		
PAM/009 Percentage of year 11 leavers not in education, training, or employment. ✕		
Percentage reduction in first time entrance to the youth justice system. ✕		
The percentage of young people under 16 years old in the youth justice system offered education, training or employment. ✕		
The percentage of young people aged 16 – 18 in the youth justice system offered 16 hours of education, training or employment. ✕		
The percentage of year 13 learners who complete level three courses in Maths within Flintshire Schools. ✕		
The percentage of year 13 learners who complete level three courses in Science within Flintshire Schools. ✕		
The percentage of attendance across the portfolio PRU. ✕		
Further measures will be included for 2018/19 following a review of attendance across the portfolio of the Pupil Referral Unit by March 2018.		

2. Enhance skills to improve employment opportunities. ✘

Achievement will be measured through:

- Working with the public, private and voluntary sectors to maximise the number of apprenticeships, traineeships and work experience opportunities. ✘
- Increasing training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes. ✘
- Strengthening and cultivating attractive routes into education for the workforce. ✘
- Embedding regional skills strategy for Science, Technology, English and Maths (STEM). ✘
- Securing schools' active participation in events and activities to promote the development of young people's work-related skills. ✘

Achievement Milestones for strategy and action plans:

- Develop a plan to Increase training and apprenticeship opportunities through the Futureworks Flintshire Apprenticeship Academy and major capital programmes by March 2018. ✘
- Develop a plan to strengthening and cultivate attractive routes into education for the workforce by March 2018. ✘
- Embedding regional skills strategy for Science, Technology, English and Maths (STEM) by March 2018. ✘
- Develop a plan to secure schools' active participation in events and activities to promote the development of young people's work-related skills by March 2018. ✘

Page 77 Achievement Measures	Lead Officer	Change and Comment
The number of training opportunities created through major capital programmes. ✘	Chief Officer – Community and Enterprise	
The number of apprenticeships started during 2017/18 through major capital programmes. ✘		

3. Implementing the Welsh Government pilot of the 30 hour childcare offer. ✕

Achievement will be measured through:

- Implementation of the Childcare Pilot project plan. ✕
- The number of registered settings and the numbers of children accessing the offer. ✕

Achievement Milestones for strategy and action plans:

- Implementation of the Childcare Pilot project plan from October 2017. ✕

Achievement Measures	Lead Officer	Change and Comment
The number of registered settings to deliver the Childcare offer. ✕	Chief Officer – Education and Youth	
The number of children accessing the Childcare offer. ✕		

4. Families First Collaborative Programme. ✕

Achievement will be measured through:

- Implementation of a Collaborative Families First strategy from 2017 – 2020. ✕
- Number of people accessing the ‘offer’. ✕

Achievement Milestones for strategy and action plans:

- Develop a fully commissioned collaborative Families First Programme for 2017 – 2020 by March 2018. ✕
- Implementation of commissioned plan for delivery of the Families First Programme by March 2018. ✕

Achievement Measures	Lead Officer	Change and Comment
The number of people accessing the offer. ✕	Chief Officer – Education and Youth	

LEARNING COUNCIL CONTENT HAS CHANGED FROM 2017/18 – 2018/19. REVISED CONTENT FOR 2018/19 BELOW:

Theme	Priority	Impact
Learning Council	High Performing Education	<ul style="list-style-type: none"> • Providing high quality learning opportunities, and learning environments for learners of all ages. ✓ • Supporting children and younger people to achieve their potential. ✓ • Supporting learners from 3 to 18 years of age to aspire to high levels of educational attainment and achievement. ✓

What we will do:

1. Provide effective learning opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment. (NEW)

Achievement will be measured through:

- The number of learners achieving or exceeding the expected outcome levels at the final assessment point in Key Stage 4, aged 16.
- The number of learners entitled to free school meals who achieve or exceed the expected outcome levels at the final assessment point in Key Stage 4, aged 16.
- The number of learners being assessed through the medium of Welsh at Year 2 and Year 11 as part of the national strategy to achieve a million Welsh speakers by 2050.
- Attendance of pupils in primary schools.
- Attendance of pupils in secondary schools.
- Attendance of pupils in the Portfolio PRU.
- The number of pupils aged 16 achieving 5A*-A grades at GCSE.

Achievement Milestones for strategy and action plans:

- Creation of a revised Education Improvement and Modernisation Strategy to reflect national priorities and local areas for improvement identified in most current portfolio self-evaluation report.
- GwE delivery of the Level 2 and Level 3 Business Plans for School Improvement in Flintshire as commissioned by the Council.

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Achievement Measures	Lead Officer	Change and Comment
Capped 9 score ² .	Chief Officer – Education and Youth	New Measure
Capped 9 score for pupils entitled to Free School Meals.		New Measure
(PAM/007) Percentage of pupil attendance in primary schools. ✓		Previously reported – 1. Develop Education and Integrated Youth Services
(PAM/008) Percentage of pupil attendance secondary schools. ✓		Previously reported – 1. Develop Education and Integrated Youth Services
Percentage of pupil attendance in Portfolio PRU. ✓		Previously reported – 1. Develop Education and Integrated Youth Services
(PAM/033) Percentage of pupils assessed in Welsh at the end of the Foundation Phase (Year 2 pupils).		New Measure
(PAM/034) Percentage of year 11 pupils assessed in Welsh GCSE (first language).		New Measure
Percentage of students achieving 5A*-A grades at GCSE.		Previously reported – 1. Develop Education and Integrated Youth Services

² The Capped 9 score for each learner is calculated using:

- Best outcome in either English Language or Literacy GCSE
- Best outcome in either Mathematics or Maths Numeracy GCSE
- Best outcome in a Science GCSE
- The remaining six components will comprise pupils' best results for GCSE or equivalent qualifications approved or designated for delivery in Wales

2. Provide effective support to schools identified as causing concern to quickly re-establish good educational standards. (NEW)		
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Reducing the number of schools placed in statutory categories of concern by Estyn i.e. ‘Special Measures’ or ‘In Need of Significant Improvement’. <p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> All schools in statutory follow up categories to have a detailed improvement action plan jointly constructed by the LA and GwE. All schools in statutory follow up categories to be subject to termly meetings of the Council’s School Performance Monitoring Group. 		
Achievement Measures	Lead Officer	Change and Comment
The number of schools in an Estyn statutory category of concern.	Chief Officer – Education and Youth	New Measure

3. Prepare for national reforms on curriculum and inclusion. (NEW)

Achievement will be measured through:

- Schools’ self-evaluation of progress towards the implementation of the new curriculum model via the GwE online dashboard (G6) which records key milestones.
- Portfolio self-evaluation of the progress towards the implementation of the Additional Learning Needs Bill via the national readiness survey which records key milestones.

Achievement Milestones for strategy and action plans:

- All schools to have undertaken an initial assessment of progress towards the implementation of the new curriculum by 1st October 2018 on the G6 dashboard.
- Between October 2018 and March 2019 all schools to have improved their readiness for the implementation of the new curriculum by demonstrating an increase in the number of ‘green’ and ‘yellow’ indicators on their G6 dashboard, reducing the number of ‘amber’ indicators and eliminating all ‘red’ indicators.
- Portfolio self-evaluation towards implementation of the Additional Learning Needs Bill completed.
- Portfolio action plan to prepare Local Authority teams and schools for implementation of the ALN Bill developed and shared with key stakeholders.

Achievement Measures	Lead Officer	Change and Comment
All schools to have completed their initial assessment of readiness for the new curriculum by 1 st October 2018 on the G6 dashboard.	Chief Officer – Education and Youth	New Measure
All schools to have eliminated any ‘red’ indicators against their readiness for the new curriculum by 31 st March 2019 on the G6 dashboard.		New Measure

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4. Continue substantial investment in the school estate through the School Modernisation Strategy and maximising use of Welsh Government funding streams e.g. 21st Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant & Early Years Grant. Continue programme of repairs and maintenance across Flintshire schools. (NEW)

Achievement will be measured through:

- Completing key milestones in the Schools Modernisation programme.
- Submission of grant funding bids for individual Welsh Government funding streams within designated timescales.
- The completion of identified projects on time and within budget for capital projects and the repairs and maintenance programme.

Achievement Milestones for strategy and action plans:

- Submission of grant applications by March 2019 for:
 - Infant Class Size reduction
 - Small and Rural Schools Grant
 - Welsh Medium Education Grant
 - Early Years Grant
- Completion of next stage in the 21st Century Schools Band B Business Case process by March 2019.
- Completion of identified works in the Council's capital Programme for 2018/19 by March 2019.
- Completion of identified works in the repairs and maintenance programme for 2018/19 by March 2019.

5. Maintain low levels of young people/adults ‘Not in Education, Employment or Training’ and support opportunities for apprenticeship and employment. (NEW)

Achievement will be measured through:

- Maintaining levels of 16 year olds in education, employment and training above benchmark position.
- Improving the number of hours in education, training or employment that young people in the youth justice system can access.
- Further developing the provision for learners in danger of disengaging (TRAC³).
- Supporting the regional skills strategy for Science, Technology, English and Maths (STEM) by increasing the percentage of learners involved in STEM subjects at A Level (L3 course).

Achievement Milestones for strategy and action plans:

- Delivery of the portfolio Education Improvement and Modernisation strategy by March 2019.
- Delivery of the Integrated Youth Services Plan by March 2019.
- TRAC Plan.

Achievement Measures	Lead Officer	Comment and Change
(PAM/009) % Year 11 leavers not in education, training or employment (NEET).	Chief Officer – Education and Youth	New Measure
The percentage of young people aged 16 – 18 in the youth justice system offered 16 hours of education, training or employment. ✓		Previously reported – 1. Develop Education and Integrated Youth Services
The percentage of year 13 learners who complete level three courses in Maths within Flintshire schools. ✓		Previously reported – 1. Develop Education and Integrated Youth Services
The percentage of year 13 learners who complete level three courses in Science within Flintshire schools. ✓		Previously reported – 1. Develop Education and Integrated Youth Services
Number of new pupils engaging with the TRAC programme.		New Measure

³ TRAC is funded through the European Social Fund and aims to prevent disengagement from the education system

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. (NEW)

Achievement will be measured through:

- The range of representation of young people's groups on the Youth Council.
- The interface between Youth Council representatives and existing Council structures e.g. attendance at Council meetings such as Cabinet, Council and Scrutiny.
- Feedback from the Youth Council on services that impact on them and evidence of changes as a result.

Achievement Milestones for strategy and action plans:

- Evidence of the inclusive recruitment process and the broad diversity of the young people's electorate by March 2019.
- Record of meaningful impact from the Youth Council on service design, evaluations, consultations, partnership working and innovations by March 2019.
- Record of input from the Youth Council into Council structures e.g. Council meetings and Scrutiny meetings by March 2019.

Theme	Priority	Impact
Learning Council	Enhance skills to improve employment opportunities.	Provide learning & employability training programmes to Flintshire communities. (NEW)

What we will do:

1. Increase the number of apprenticeships which result in a positive outcome. (NEW)		
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> The number of apprentices that complete the programme with a positive outcome, these are: <ul style="list-style-type: none"> Gain employment with Flintshire County Council Gain employment with an external employer Progress to a higher level qualification 		
Achievement Measures	Lead Officer	Change and Comment
The number of apprentices that complete the programme with a positive outcome.	Chief Executive	New Measure

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Priority	Sub-Priority	Impact
Green Council	Sustainable Development and Environmental Management	<ul style="list-style-type: none"> Enhancing the natural environment and promoting access to open and green space. ✓ Reducing energy consumption and using and developing alternative/renewable energy production. ✓ Maximising the recovery and recycling of waste. ✓

What we will do:

<p>1. Improve, protect and enhance the built environment. ✓</p> <p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Adoption of a Local Heritage Strategy. ✓ Delivering the key actions of the Local Heritage Strategy. <p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> Adoption of a Local Heritage Strategy by October 2019. ✓ Delivery of key actions within the Local Heritage Strategy by March 2019. <p>Measures will be included for 2018/19 following adoption of the Local Heritage Strategy by March 2018. ✗</p>

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2. Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals. ✓

Achievement will be measured through:

- Reviewing rights of way improvement plan. ✘
- Delivering projects set out within the ESD grant application. ✘
- Promotion of our country parks and open spaces for productive community use and well-being.
- Delivering the Rights of Way Improvement Plan.
- Delivering projects set out within the Single Environment Grant (SEG) application.
- Supporting the regional project for the Green and Blue Infrastructure mapping exercise by accessing available external funding
- Delivering the actions within the adopted Tree Plan.

Achievement Milestones for strategy and action plans:

- Reviewing rights of way improvement plan – draft plan available for consultation by February 2018. ✘
- Delivering projects set out within the ~~ESD~~ **SEG** grant application including flood defence, biodiversity duty and green-space enhancement by March **2019**. ✓
- Delivering key stages of the Rights of Way Improvement Plan by March 2019.
- Supporting the regional project for the Green and Blue Infrastructure mapping exercise by March 2019.
- Delivering the actions within the adopted Tree Plan by October 2018.

~~Measures will be adopted and included for 2018/19 following a review of the rights of way improvement plan and, delivery of projects set out within the ESD grant application by March 2018. ✘~~

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3. Maximising the potential of Council assets for energy efficiency: Control/reduction of Council energy consumption and thereby cost. ✓

Achievement will be measured through:

- Delivery of the renewable energy plan for the Council's estates and assets which was adopted in 2015. ✓
- Increasing usage of environmentally efficient fleet vehicles. ✓
- Reducing Council energy consumption. ✓
- Moving towards achieving carbon neutrality across our fleet and Council buildings (non-housing).
- Introducing a plan to reduce car usage across the Council

Achievement Milestones for strategy and action plans:

- Delivery of Phase 2 of the renewable energy action plan (10 year plan adopted in 2015). ✓
- Introducing a plan to reduce car usage by March 2019.

Achievement Measures	Lead Officer	Change and Comment
Percentage of environmentally efficient front line operational vehicles to Euro 6 standard. ✓	Chief Officer Streetscene and Transportation	No Change
Number of street furniture and street light units replaced with LED lighting. ✓		No Change
Reduce our carbon footprint across our Council buildings (non-housing). ✓		No Change
Measures will be developed and adopted in year, and applied no later than 2018/19. ✗		

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4. Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill. ✓

Achievement will be measured through:

- Improving recycling performance. ✓
- Recycling rates per Household Recycling Centre (HRC). ✓
- Modernisation of the HRC site network. ✗

Achievement Milestones for strategy and action plans:

- Delivery of the Modernisation Programme of the HRC network by March 2018. ✗
- Meeting statutory Welsh Government recycling targets by March 2019.

Achievement Measures	Lead Officer	Change and Comment
PAM/030 Percentage of waste reused, recycled or composted. ✓	Chief Officer Streetscene and Transportation	No Change
Average recycling rate across all HRC sites. ✓		No Change

5. Strengthen regional air quality collaboration to help promote better health and well-being outcomes. ✓

Achievement will be measured through:

- Developing a regional strategic approach to the collation of air quality data. ✗
- Delivering the actions of the Regional Air Quality Plan.

Achievement Milestones for strategy and action plans:

- Developing a regional strategic approach to the collation of air quality data by March 2018. ✗
- Delivering the in-year actions of the Regional Air Quality Plan by March 2019.

Measures are to be adopted for 2018/19 by all partner councils as part of the development plan for a regional approach to the collation of air quality data March 2018. ✗

6. Identification of the Local Development Plan preferred strategy. ✓
Achievement will be measured through: <ul style="list-style-type: none">• Adoption of the Local Development Plan to support Sustainable Development and Environmental Management. ✘• Achieving the milestones within the Local Development Plan Delivery Agreement.
Achievement Milestones for strategy and action plans: <ul style="list-style-type: none">• Adoption of the Local Development Strategy to support Sustainable Development and Environmental Management by March 2018. ✘• Achieving the milestones within the Local Development Plan Delivery Agreement by March 2019.
Measures will be developed for 2018/19 following adoption of the Local Development Strategy by March 2018. ✘

Priority	Sub-Priority	Impact
Green Council	Safe and Sustainable Travel Services	<ul style="list-style-type: none"> Developing the transport infrastructure and employment sites, and transport services, widening access to employment and training sites. ✓

What we will do:

1. Access and use available grant funding to support Council priorities for accessing employment, health, leisure and education. ✓		
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Successfully delivering projects and services through national grant funded schemes: ✓ <ul style="list-style-type: none"> Local transport fund ✓ Rural Communities and Development Fund ✓ Road Safety ✓ Safe Routes ✓ Bus Service Support Grant ✓ Active Travel integrated network map ✓ Development of sub-regional and Metro inter-modal transport projects. ✓ <p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> Submission of funding bids to Welsh Government by January 2018 closing date for applications within the year. ✓ Delivering of projects and services that have received successful funding by March 2018 the end of the financial year. ✓ Development of sub-regional and Metro inter-modal transport projects by March 2018 in line with funding and individual scheme requirements. ✓ 		
Achievement Measures	Lead Officer	Change and Comment
⁷ The number of projects and services delivered through national grant funded schemes. ✓	Chief Officer Streetscene and Transportation	No Change

⁷The aspirational target is dependent on the level of national grant funding which is not yet known

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. ✓

Achievement will be measured through:

- Monitoring the condition of the highways infrastructure. ✓
- Undertaking inspections to ensure reinstatements meet the required standards and raise the standard of works undertaken on Flintshire's network. ✓
- Delivery of the Highways Asset Management Plan. ✓

Achievement Milestones for strategy and action plans:

- Delivery of the highways asset management plan by March 2018. ✗
- Undertake condition surveys to produce the annual resurfacing programme by March 2019.
- Undertake post completion inspections of utility work by March 2019.

Achievement Measures	Lead Officer	Change and Comment
PAM/020 Percentage of A roads in overall poor condition. ✓	Chief Officer Streetscene and Transportation	No Change
PAM/021 Percentage of B roads in overall poor condition. ✓		No Change
PAM/022 Percentage of C roads in overall poor condition. ✓		No Change
Percentage of inspections undertaken to ensure reinstatements meet the required standards. ✗		Measure has been removed. Figures do not match to be a reword of one below.
Percentage of post completion inspections of utility work undertaken to ensure reinstatements meet the required standards.		New Measure

NB. Road condition performance is expected to downturn due to budget restrictions.

~~Work closely with the communities to develop innovative and sustainable community based transport schemes.~~

3. Support isolated communities to develop innovative and sustainable area based transport schemes.

Achievement will be measured through:

- Development of ~~community~~ **sustainable area** based transport schemes within available funding. ✓
- Developing and supporting ~~community based transport scheme strategies to complement the core network of bus services.~~ ✓
- **Introducing a sustainable area transport service.**
- **Supporting transport solutions to prevent isolation of vulnerable people.**

Achievement Milestones for strategy and action plans:

- Developing and supporting **sustainable area** ~~community~~ based transport scheme strategies to complement the core network of bus **services by October 2018.** ✓
- **Supporting transport solutions to prevent isolation of vulnerable people by October 2018.**

Page 94 Achievement Measures	Lead Officer	Change and Comment
Percentage of community based transport schemes developed against Plan. ✘	Chief Officer Streetscene and Transportation	Measure has been removed and replaced – Number instead of percentage
Number of sustainable area based transport schemes developed against Plan.		New Measure – Number instead of percentage

4. Deliver a compliant, safe and integrated transport service. ✓

Achievement will be measured through:

- Increasing the number of financially compliant contracts **for school transport.** ✓
- Increasing the number of safety compliant checks. ✓
- Ensure safety compliant checks for transport services are maintained. ✗

Achievement Milestones for strategy and action plans:

- Development of a robust procedure for safety compliant checks for transport services by December 2017. ✗
- [Achieving targets for compliance checks by March 2019.](#)

Achievement Measures	Lead Officer	Change and Comment
Percentage of contracts awarded that are financially compliant for school transport. ✓	Chief Officer Streetscene and Transportation	Slightly reworded
The percentage of safety compliant checks delivered. ✓		No Change

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Priority	Sub-Priority	Impact
Connected Council	Resilient Communities	<ul style="list-style-type: none"> Supporting local communities to be resilient and self-supporting. ✓ Committing to resilient service models to sustain local public services. ✓ Widening digital access to public services. ✓

What we will do:

<p>1. Build stronger social enterprises with the sector itself leading development of the sector. ✓</p>		
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Develop a strategy to grow existing social enterprises. ✗ Supporting an increase in the number of social enterprises applying for a Flintshire Business Award. Enabling major social enterprises to increase their traded income and reduce their dependency on council grant. 		
<p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> Develop a range of tools such as community shares that enable existing social enterprises to grow and develop by March 2018. ✗ Holding a Social Enterprise conference to encourage development of a network by June 2018. Submit an application for Social Enterprise UK Social Enterprise Place Award by March 2019. Establish a sector led social enterprise network by March 2019. 		
<p>Measures are to be adopted for 2018/19 following development of a strategy to support existing social enterprises by March 2018. ✗</p>		
Achievement Measures	Lead Officer	Change and Comment
Number of social enterprises applying for a Flintshire Business Award.	Chief Officer – Social Services	New Measure

2. Grow the capacity of the social enterprise sector and Alternative Delivery Models (ADMs) to become more self-sustaining. ✓

Achievement will be measured through:

- Monitoring the level of efficiencies ADMs have supported. ✘
- Establishing two new social enterprises operating in Flintshire through the ADM and Community Asset Transfer Programme. ✘
- Monitoring community benefits delivered by Community Asset Transfers. ✘
- Evaluating the development of each of the three large ADMs and the overall impact the organisation is having on the delivery of community benefits.
- Reviewing the overall impact of the Community Asset Transfer Programme including the estimated number of assets sustained.
- Assess the overall growth in and strength of the social enterprise sector after completing large scale ADMs and CATs.

Achievement Milestones for strategy and action plans:

- Establishing two new social enterprises of a significant scale operating in Flintshire through the ADM and Community Asset Transfer Programme by December 2017. ✘
- Reporting of community benefits delivered by Community Asset Transfers by March 2018. ✘
- Establishing programmes for adults with learning disabilities into secure paid employment by March 2018. ✘
- Review community benefits delivered by the three large ADMs by March 2019.
- Reviewing the overall impact of the Community Asset Transfer Programme by March 2019.
- Development of a tool to assess the health of individual social enterprises by March 2019.

Achievement Measures	Lead Officer	Change and Comment
The monetary value of efficiency supported by ADMs. ✘		Measure has been removed
The number of primary school meals provided each financial year through the ADM Newydd Catering and Cleaning. ✘		Measure has been removed
The number of secondary school meals provided each financial year through the ADM Newydd Catering and Cleaning. ✘		Measure has been removed
Number of leisure centres and libraries sustained through the community benefits society. ✘		Measure has been removed

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<p>The number of key community asset transfers sustained by new social enterprises, Connah’s Quay Swimming Pool, Holywell Leisure Centre, Mynydd Isa Community Centre and Library. ✘</p>		<p>Measure has been removed</p>
<p>Number of assets sustained through the CAT Programme.</p>	<p>Chief Officer – Housing and Assets</p>	<p>New Measure</p>
<p>Community Benefits delivered by ADMs and CATs to be reported on each year. ✘</p>		

<p>3. Implement the Digital Strategy and resources to meet future customer needs. ✘</p>
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> • Development of an action plan to improve community access to digital services and to raise skill levels. ✘ • Review the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County. ✘ <p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> • Development of an action plan to improve community access to digital services and to raise skill levels by March 2018. ✘ • Review the Charter between Welsh Government and the Council for digital business to maximise the value of WG support to businesses in the County by March 2018. ✘
<p>Measures are to be adopted for 2018/19 following development of the action plan to improve community access to digital services and a review of the Charter between WG and the Council by March 2018. ✘</p>

4. Ensuring and delivering community benefits. ✓ (Now No. 3)

Achievement will be measured through:

- Establishing a Community Benefits Board with an action plan. ✘
- Work with the third sector to increase its capacity to successfully bid for and undertake contracts on behalf of the Council. ✘
- Monitoring the percentage of community benefit clauses included in new procurement contracts. ✘
- Commissioning of two Council contracts with specific community benefits that provides the third sector with a competitive edge.
- Enabling commissioners of council services to use community benefits when developing specifications and tenders for services and works.
- Evaluating the level of community benefits delivered through the ADM and CAT programme.

Achievement Milestones for strategy and action plans:

- Establishing a Community Benefits Board with an action plan by December 2017. ✘
- Creation of guidance/handbook on appropriate Community Benefits to include in contracts based on the nature of the contract and the value by March 2018. ✘
- Consultation with commissioners and suppliers about the Councils approach to Community Benefits by December 2018.
- Processes in place to assess all procurement contracts for inclusion of community benefits by July 2018.
- Develop tools to support commissioners to use community benefits by March 2019.

Achievement Measures	Lead Officer	Change and Comment
Percentage of community benefit clauses in new procurement contracts above £1M. ✘	Chief Officer – Social Services	Measure has been removed
Percentage of community benefit clauses in new procurement contracts under £1M. ✘		Measure has been removed
Let two contracts that are targeted for third sector/social enterprises; Housing Voids and Household Recycling Centres. ✘		Measure has been removed
Percentage of contracts over £25,000 that include Community Benefit clauses.		New Measure

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5. Enabling the third sector to maximise their contribution. ✓ (Now No. 4)

Achievement will be measured through:

- Increasing the number of volunteering placements. ✗
- Optimising the level of community benefits delivered.
- Maximising the number and range of partnership projects that the third sector are working with the public sector on to increase community resilience.

Achievement Milestones for strategy and action plans:

- Baseline data in place from 2017/18 for community benefits by August 2018.
- Development of joint plans for work with the third sector in place by December 2019.
- Assessment of overall community benefits delivered through the CAT programme by March 2019.

Achievement Measures	Lead Officer	Change and Comment
Number of volunteering placements created. ✗	Chief Officer – Social Services	Measure has been removed
Third Sector playing a major role in 4 community resilience programmes: CATs, Social Prescribing, Holway area work; Shotton area work.		New Measure

6. Getting Flintshire active through partnership objectives via the Public Services Board. ✗

Achievement will be measured through:

- Increasing participation in activities that contribute to physical and mental well-being including libraries, theatre and countryside. ✗
- Increasing community assets. ✗
- Identity and equality of participation. ✗

Achievement Milestones for strategy and action plans:

- Report on the sports and arts development work that has taken place to increase participation by individuals and communities that have lower levels of engagement within sports and arts activity by March 2018. ✗

Achievement Measures	Lead Officer	Change and Comment
PAM/016 Number of visits to libraries per 1000 population. ✘	Chief Officer – Strategic Programmes	Measure has been removed
PAM/017 Number of visits to leisure centres per 1000 population. ✘		Measure has been removed
Number of visits to the theatre. ✘		Measure has been removed
The number of leisure and cultural assets that are cooperatively supported by a range of partners ensuring they remain accessible to their local communities. ✘		Measure has been removed

5. Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board’s Well-being Plan (NEW)		
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> • Supporting the delivery of the priorities and actions in the Plan. • Ensuring that all activities and risks within the Plan are tracked and monitored. • Optimising the availability of Regional PSB support funding. <p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> • Regional funding in place to support Leadership pilot by August 2018. • Public Services Board leadership pilot programme in place by March 2019. • Activities and plans fully developed by August 2018. 		
Achievement Measures	Lead Officer	Change and comment
Percentage of key Council activities from the Flintshire Well-being Plan delivered.	Chief Executive	New Measure

7. Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services. ✓ (Now No. 6)

Achievement will be measured through:

- Revising ~~portfolio~~ **Council** policies to reflect the ambitions of the Armed Forces Covenant. ✓
- Achieving ~~Silver~~ **Gold** status for our Employee Recognition Scheme.
- Optimising the value of the regional grant monies to support a 2 year programme. ✗
- [Optimising national grant funding available to support local projects.](#)
- [Preparing as the first Council in Wales to collect and monitor pupil data from the Armed Forces Community and their families to better inform service provision.](#)

Achievement Milestones for strategy and action plans:

- Revising ~~portfolio~~ **Council** policies to reflect the ambitions of the Armed Forces Covenant by March 2018. ✓
- Achieving ~~Silver~~ **Gold** status for our Employee Recognition Scheme by March **2019**. ✓
- Optimising the value of the regional grant monies to support the Armed Forces Community by March 2018. ✗
- [Optimising the value of national grant funding to support the Armed Forces Community by March 2019.](#)
- [Starting the process to collect and monitor pupil data from the Armed Forces Community and their families by October 2018.](#)

~~Measures are to be adopted for 2018/19 following revised and updated policies to reflect the ambitions of the Armed Forces Covenant by March 2018.~~

Achievement Measures	Lead Officer	Change and Comment
The amount of grant funding successfully awarded to support local Flintshire schemes.	Chief Executive	New Measure
Number of council policies revised to take account of the Armed Forces Covenant.		New Measure

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Priority	Sub-Priority	Impact
Serving Council	Efficient Resource Management	<ul style="list-style-type: none"> Continuing to be a high performing and innovative public sector organisation with social values. ✓ Providing high quality, accessible, responsive and cost effective public services. ✓

What we will do:

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. ✓

Achievement will be measured through:

- Increasing achievement rate of the budgeted efficiency targets to 95%. ✗
- Revising our plan to meet the relevant funding gap for 2017-2023. ✗
- Matching our priorities with revenue and capital investment. ✓
- Ensure sustainable business plans for service portfolios. ✗
- Develop a range of operational financial performance indicators. ✗
- Revising our plan to incorporate latest national funding expectations
- Revising our plan to incorporate the impacts of inflation, service demands and new and existing legislation.
- Developing the next stage of corporate Business Plans to meet organisational priorities.
- Performance against the agreed range of financial performance indicators.

Achievement Milestones for strategy and action plans:

- Revising our plan to meet the relevant funding gap for 2017-2023 by March 2018. ✓
- Matching our priorities with revenue and capital investment by March 2018. ✓
- Ensure sustainable business plans for service portfolios by March 2018. ✗
- Develop a range of operational financial performance indicators by March 2018. ✗
- Revising our plan to incorporate the impacts of inflation, service demands and new and existing legislation.
- Developing the next stage of corporate Business Plans to meet organizational objectives by September 2018.

Achievement Measures	Lead Officer	Change and Comment
⁸ The amount of efficiency targets achieved. ✓	Chief Executive	No Change
The percentage of planned efficiencies achieved. ✓		No Change
The percentage variance between the revenue budget out-turn and the budget set. ✓		No Change

⁸The aspirational target will be a minimum of 95% of the agreed figure for 2018/19

2. Through the People Strategy we aim to operate effectively as a smaller organisation. ✓

Achievement will be measured through:

- **Maintaining Improved** Improving attendance levels.
- Increasing the number of managers and employees attending and accessing stress related / management programmes. ✗
- Percentage of employees who have secured employment following completion of apprenticeship training. ✗
- A single consolidated workforce plan and supporting **succession** action plan. ✓
- Attainment of appraisal targets. ✗
- Developing a sustainable, affordable pay and rewards model.
- Effective workforce support and coaching of the workforce through management supervision and appraisals.
- Ensuring that effective health and well-being support is in place.
- Participation of Public Services Board (PSB) employer partners in employment initiatives such as Mental Health and Wellbeing.

Achievement Milestones for strategy and action plans:

- Development of a single consolidated workforce plan and supporting ~~action plans by March 2018~~ **succession plan by March 2019.** ✓
 Introduce a Health and Wellbeing Policy by October 2018.

Achievement Measures	Lead Officer	Change and Comment
PAM/001 The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence – attendance levels. ✓	Chief Executive	No change
Percentage of Managers completing stress related programmes. ✗		Measure has been removed
Percentage of employees completing stress related programmes. ✗		Measure has been removed
Percentage of apprentices securing employment with Flintshire Council. ✗		Measure has been removed
Percentage of eligible employees receiving an annual appraisal. ✓		No Change
Percentage of managers who have attended the Health and Wellbeing Policy session.		New Measure
Percentage of employees who have received Health and Wellbeing training.		New Measure
Percentage of Exit Interviews carried out for leavers within the year.		New Measure

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3. Maximise benefits from spending power through optimised purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements. ✕

- Achievement will be measured through:**
- Percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS). ✕
 - Percentage of Council spend with Welsh businesses. ✕
 - Percentage of Council spend with Flintshire businesses. ✕
 - Percentage of Council spend with businesses within the Merseyside Dee Alliance (MDA). ✕

Achievement Measures	Lead Officer	Change and Comment
The percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS). ✕	Chief Officer - Governance	Measure has been removed
The percentage of Council spend with Welsh businesses. ✕		Measure has been removed
The percentage of Council spend with Flintshire businesses. ✕		Measure has been removed
Percentage of Council spend with businesses within the regional MDA. ✕		Measure has been removed

4. Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts. ✕

- Achievement will be measured through:**
- Development of a programme to support local businesses. ✕
 - Developing and delivering training and support to improve the inclusion of community benefits in Council contracts. ✕
 - Developing a system to record and monitor Community Benefits centrally. ✕

- Achievement Milestones for strategy and action plans:**
- Develop a programme to support local businesses by November 2017. ✕
 - Develop and deliver training and support to improve the inclusion of community benefits in Council contracts by January 2018. ✕
 - Develop a system to record and monitor Community Benefits centrally by January 2018. ✕

Measures are to be adopted by the Council for 2018/19 following development of the Community Benefits and other support programmes. ✕

5. Delivery of key annualised objectives from the Digital Strategy and Customer Strategies. ✓ (Now No. 3)

Achievement will be measured through:

- Increasing the number of services available online and via the Flintshire App. ✘
- Increasing the number of completed transactions using online services. ✘
- Responding to customer feedback ensuring information is accessed at first point of contact online. ✘
- Development of action plans to deliver the Digital Strategy. ✘
- Deliver agreed actions from the Digital Strategy for 2017/18. ✘
- Improved digital infrastructure access for homes and business across the County. ✘
- The number of e-forms submitted.
- Number of online payments received.
- Combining of Streetscene and Housing contact centres into a single contact centre at Unity House.

Achievement Milestones for strategy and action plans:

- Develop a plan to improve the take-up of online service by March 2018. ✘
- Development of action plans to deliver the Digital Strategy by March 2018. ✘
- Deliver agreed actions from the Digital Strategy for 2017/18. ✘
- Continue to make the case to government and national partners to improve digital infrastructure access for homes and business across the County. ✘
- Combining of Streetscene and Housing contact centres into a single contact centre at Unity House by January 2019.

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Achievement Measures	Lead Officer	Change and Comment
The number of services available online and via the Flintshire App. ✘	Chief Officer – Governance	Measure has been removed
The number of completed transactions using online services. ✘		Measure has been removed
The number of e-forms submitted.		New Measure
Number of online payments received.		New Measure

6. Delivery of key annualised objectives from the Capital and Asset Management Strategy. ✓ (Now No. 4)

Achievement will be measured through:

- Continuation with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services. ✘
- Identify and consider options available to fund capital expenditure that minimises ongoing revenue implications of new and existing investments. ✘
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money. ✘
- Implementing the plans for reducing the civic estate principally County Hall.
- Developing plans regarding the Council's Industrial and Commercial estate following its wider review ensuring these support our wider asset objectives and MTFS.
- Ensuring that projects are delivered cost effectively and on time.
- Ensuring that capital funding streams are maximised including the sale of Council property and land assets.
- Ensuring that the Capital Programme is affordable and deliverable over the medium term.
- Matching our priorities with revenue and capital investment.
- Performance against the agreed range of financial performance indicators.

Achievement Milestones for strategy and action plans:

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- Critically challenge our current estate, continue with the programme of asset rationalisation, ensuring that assets retained are effective, efficient and sustainable to deliver services by March 2019. ✓
- Identify and consider options available to fund capital expenditure that minimises the ongoing revenue implications of historic capital expenditure of new and existing investments by March 2019. ✓
- Establish effective arrangements for managing capital projects including assessment of outcomes and achievement of value for money by March 2019. ✓

Achievement Measures	Lead Officer	Change and Comment
The percentage of major capital projects which are completed on time. ✓	Chief Officer – Housing and Assets	No Change
The percentage of major capital projects which are completed within budget. ✓		No Change
Measures are to be adopted for 2018/19 following a review of our current estate and options available to fund capital expenditure by March 2018. ✘		

5. Maximising the generation of the Council's income streams. (NEW)

Achievement will be measured through:

- Reducing debt.
- Developing new income streams.
- Maximising commercial activity.
- Raising the Council's income base by implementing cost recovery and indexation models.

Achievement Measures	Lead Officer	Change and Comment
Reduce the value of aged debt (debt over 60 days).	Chief Officer	New Measure
Maximise collection of Council Tax.		New measure

6. Adopting the Ethical Code for the Procurement of Supply Chains. (NEW)

Achievement will be measured through:

- Adoption and delivery of a specific action plan for implementation of the Ethical Code for the Procurement of Supply Chains in partnership with local trade unions.

Achievement Milestones for strategy and action plans:

- Adoption and delivery of a specific action plan for implementation of the Ethical Code for the Procurement of Supply Chains in partnership with local trade unions by March 2019.

7. Delivering the highest possible standards of Information Security. (NEW)

Achievement will be measured through:

- General Data Protection Regulation (GDPR) Compliance.
- Public Services Network (PSN) accreditation.

Achievement Milestones for strategy and action plans:

- Completion of the actions within each portfolio's action plan to ensure that the council's systems and procedures are compliant with the requirements of GDPR by March 2019.
- Achieve PSN accreditation by March 2019.

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday, 20 September 2018
Report Subject	Revenue Budget Monitoring 2018/19 Month 4 and Capital Programme Monitoring 2018/19 Month 4
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2018/19 (Month 4) Report and the Capital Programme 2018/19 (Month 4) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2018/19 (Month 4) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
2	That the committee considers and comments on the Capital Programme 2018/19 (Month 4) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2018/19 (MONTH 4) AND CAPITAL PROGRAMME 2018/19 (MONTH 4)
1.01	The Revenue Budget Monitoring 2018/19 (Month 4) report will be presented to Cabinet on Tuesday 25 September 2018. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2018/19 (Month 4) report will be presented to Cabinet on Tuesday 25 September 2018. A copy of the report is attached as Appendix B to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 4) and in Appendix B; Capital Programme 2018/19 (Month 4).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 4) and in Appendix B; Capital Programme 2018/19 (Month 4).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2018/19 (Month 4). Appendix B; Capital Programme 2018/19 (Month 4).

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

7.00	GLOSSARY OF TERMS
7.01	<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>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>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>

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CABINET MEETING

Date of Meeting	Tuesday 25 September 2018
Report Subject	Revenue Budget Monitoring 2018/19 (Month 4)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. This is the first full detailed monitoring report for the new financial year and presents the position, based on actual income and expenditure, as at Month 4 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained unchanged.

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 deficit of £0.660m (the actual net in-year expenditure forecast shows a £2.680m surplus once the positive impact of a £1.400m contribution due to the agreed change to the accounting policy for Minimum Revenue Provision (MRP) and receipt of a VAT rebate for £1.940m are included, noting that both sums are recommended for allocation to the Contingency Reserve to support the Medium Term Financial Strategy)
- A projected contingency reserve balance as at 31 March 2019 of £8.145m

Housing Revenue Account

- Net in-year revenue expenditure forecast to be £0.007m higher 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.
2	To note the projected final level of balances on the Housing Revenue Account (HRA).
3	To approve an allocation of £1.084m from the Contingency Reserve to meet the additional budget pressure in 2018/19 for the agreed pay award over and above the 1% included in the Council Fund budget for 2018/19 (paragraph 1.36).
4	To approve an allocation of £0.100m from the Contingency Reserve for the ongoing resourcing of the Victim Contact Team within Social Services (paragraph 1.39).
5	To approve a transfer to the Contingency Reserve for an amount of £1.400m recovered from the change in accounting policy for the Minimum Revenue Provision (paragraph 1.02).
6	To approve a transfer to the Contingency Reserve for an amount of £1.940m due to the amount received from the VAT rebate (paragraph 1.02).
7	To approve the earmarking of £0.296m from the Carbon Reduction Commitment budget for consideration of funding costs associated with the solar farm project agreed at Cabinet in July (paragraph 1.41).

REPORT DETAILS

1.00	EXPLAINING THE MONTH 4 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 deficit of £0.660m (the actual net in-year expenditure forecast shows a £2.680m surplus once the positive impact of a £1.400m contribution due to the agreed change to the accounting policy for Minimum Revenue Provision (MRP) and receipt of a VAT rebate for £1.940m are included, noting that both sums have been allocated out to the Contingency Reserve to support the Medium Term Financial Strategy) • A projected contingency reserve balance as at 31 March 2019 of £8.145m

1.02	It is recommended that the £1.400m contribution recovered from the change in the accounting policy for MRP, and the VAT rebate of £1.940m, are transferred from the Council Fund to the Contingency Reserve to support the Medium Term Financial Strategy.																																																																
1.03	<p>Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1" data-bbox="323 465 1331 1435"> <thead> <tr> <th data-bbox="323 465 770 656">TOTAL EXPENDITURE AND INCOME</th> <th data-bbox="775 465 967 656">Revised Budget</th> <th data-bbox="971 465 1163 656">Projected Outturn</th> <th data-bbox="1168 465 1331 656">In-Year Over / (Under) spend</th> </tr> <tr> <td></td> <th data-bbox="775 618 967 656">£m</th> <th data-bbox="971 618 1163 656">£m</th> <th data-bbox="1168 618 1331 656">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="323 663 770 712">Social Services</td> <td data-bbox="775 663 967 712">64.725</td> <td data-bbox="971 663 1163 712">64.506</td> <td data-bbox="1168 663 1331 712">(0.219)</td> </tr> <tr> <td data-bbox="323 719 770 768">Out of County note 1</td> <td data-bbox="775 719 967 768">7.274</td> <td data-bbox="971 719 1163 768">8.851</td> <td data-bbox="1168 719 1331 768">1.577</td> </tr> <tr> <td data-bbox="323 775 770 824">Education & Youth</td> <td data-bbox="775 775 967 824">7.908</td> <td data-bbox="971 775 1163 824">7.849</td> <td data-bbox="1168 775 1331 824">(0.059)</td> </tr> <tr> <td data-bbox="323 831 770 880">Schools</td> <td data-bbox="775 831 967 880">89.806</td> <td data-bbox="971 831 1163 880">89.806</td> <td data-bbox="1168 831 1331 880">0.000</td> </tr> <tr> <td data-bbox="323 887 770 936">Streetscene & Transportation</td> <td data-bbox="775 887 967 936">29.851</td> <td data-bbox="971 887 1163 936">30.742</td> <td data-bbox="1168 887 1331 936">0.891</td> </tr> <tr> <td data-bbox="323 943 770 992">Planning & Environment</td> <td data-bbox="775 943 967 992">5.620</td> <td data-bbox="971 943 1163 992">5.627</td> <td data-bbox="1168 943 1331 992">0.006</td> </tr> <tr> <td data-bbox="323 999 770 1048">People & Resources</td> <td data-bbox="775 999 967 1048">4.473</td> <td data-bbox="971 999 1163 1048">4.474</td> <td data-bbox="1168 999 1331 1048">0.001</td> </tr> <tr> <td data-bbox="323 1055 770 1104">Governance</td> <td data-bbox="775 1055 967 1104">8.158</td> <td data-bbox="971 1055 1163 1104">8.021</td> <td data-bbox="1168 1055 1331 1104">(0.136)</td> </tr> <tr> <td data-bbox="323 1111 770 1160">Strategic Programmes</td> <td data-bbox="775 1111 967 1160">5.164</td> <td data-bbox="971 1111 1163 1160">5.164</td> <td data-bbox="1168 1111 1331 1160">0.000</td> </tr> <tr> <td data-bbox="323 1167 770 1216">Housing & Assets</td> <td data-bbox="775 1167 967 1216">13.213</td> <td data-bbox="971 1167 1163 1216">13.223</td> <td data-bbox="1168 1167 1331 1216">0.010</td> </tr> <tr> <td data-bbox="323 1223 770 1272">Chief Executive</td> <td data-bbox="775 1223 967 1272">2.961</td> <td data-bbox="971 1223 1163 1272">2.695</td> <td data-bbox="1168 1223 1331 1272">(0.266)</td> </tr> <tr> <td data-bbox="323 1279 770 1328">Central & Corporate Finance</td> <td data-bbox="775 1279 967 1328">25.175</td> <td data-bbox="971 1279 1163 1328">20.691</td> <td data-bbox="1168 1279 1331 1328">(4.484)</td> </tr> <tr> <td data-bbox="323 1335 770 1384"></td> <td data-bbox="775 1335 967 1384"></td> <td data-bbox="971 1335 1163 1384"></td> <td data-bbox="1168 1335 1331 1384"></td> </tr> <tr> <td data-bbox="323 1391 770 1435">Total</td> <td data-bbox="775 1391 967 1435">264.328</td> <td data-bbox="971 1391 1163 1435">261.649</td> <td data-bbox="1168 1391 1331 1435">(2.680)</td> </tr> </tbody> </table> <p data-bbox="323 1473 1393 1659">Note 1: For 2018/19 the projection for Out of County Placements are shown as a separate line in the above table to give greater clarity on the overall position for this area of expenditure which has previously been reported within both the Social Care and Education & Youth portfolios.</p>	TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	Social Services	64.725	64.506	(0.219)	Out of County note 1	7.274	8.851	1.577	Education & Youth	7.908	7.849	(0.059)	Schools	89.806	89.806	0.000	Streetscene & Transportation	29.851	30.742	0.891	Planning & Environment	5.620	5.627	0.006	People & Resources	4.473	4.474	0.001	Governance	8.158	8.021	(0.136)	Strategic Programmes	5.164	5.164	0.000	Housing & Assets	13.213	13.223	0.010	Chief Executive	2.961	2.695	(0.266)	Central & Corporate Finance	25.175	20.691	(4.484)					Total	264.328	261.649	(2.680)
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1.04	The reasons for the projected variances are summarised within Appendix 1 with the more significant portfolio variances explained in paragraphs 1.05 to 1.25 below. As has been the practice in recent years where a variance has been due to a conscious change to policy or practice, the resulting cost pressure is managed corporately where the respective portfolio is not able to meet any shortfall without impacting on service duties, standards, and performance.																																																																
1.05	<p>Social Services</p> <p>Children's Services - Family Placement; £0.221m overspend</p>																																																																

	<p>There is a projected overspend of £0.221m within this service due to the current demands on the service from additional fostering placements which in some cases wherever practical are a more cost effective and appropriate solution than an out of county placement. The main pressure areas are payments to foster carers and agencies, special guardianship payments, and Christmas supplements.</p>
1.06	<p><u>Children's Services - Professional Support; £0.197m overspend</u></p> <p>There is a projected overspend of £0.197m within this service. Most of this relates to an under provision of budget for the ongoing need to support child protection issues via the Victim Contact team and a request to fund £0.100m from the contingency reserve is included in this report.</p>
1.07	<p><u>Older People Localities - £0.131m underspend</u></p> <p>Underspends due to lower than anticipated underspends on domiciliary care provision and a number of short term vacancies within the service however these are partially offset by a projected overspend in Residential and Nursing Care due to an increased number of placements following the increase of the capital limit to £40k.</p>
1.08	<p><u>Older People Resources & Regulated Services - £0.141m underspend</u></p> <p>The projected underspend reflects demand influences within externally provided supported living services.</p>
1.09	<p><u>Older People - Provider Services (Contribution to North East Wales Community Equipment Store (NEWCES)); £0.142m underspend</u></p> <p>There is a projected in year underspend of £0.142m following renegotiation with our NEWCES partners. This recurring saving has been earmarked for use as part of the funding strategy for the Council's new extra care facilities, however due to the expected delay in the opening of the new Llys Raddington, Flint extra care facility until September 2018, the planned budget virement to establish the required full year budget for the new facility need not take place until 2019/20.</p>
1.10	<p><u>Older People - Provider Services - Resources & Regulated Services; £0.142m underspend</u></p> <p>There is a projected in year underspend of £0.142m due to the expected delay in opening of the new Llys Raddington, Flint extra care facility which is not now expected to be open until September 2018.</p>
1.11	<p><u>Mental Health Services - Residential Placements; £0.290m overspend</u></p> <p>There is an ongoing pressure due to the numbers of long term residential placements despite the maximisation of opportunities to secure joint funding opportunities from BCUHB. This area will be kept under review as part of the ongoing review of the 2019/20 Medium Term Financial Strategy (MTFS).</p>

1.12	<p><u>Development & Resources – Charging Policy Income; £0.108m underspend</u></p> <p>The projected underspend is due to surplus income which is mainly due to changes to disregards rules on financial assessments.</p>
1.13	<p><u>Development & Resources underspends – Business Support Service; £0.078m, Safeguarding £0.059m and Good Health £0.061m</u></p> <p>Mainly due to a number of short term vacancies and additional income from Welsh Government for Deprivation of Liberty Safeguards (DoLS).</p>
1.14	<p>Out of County Placements</p> <p>There is a projected overspend of £1.577m in Out of County placements which includes clients in both Social Services Children’s Services and Education and Youth Inclusion Services. This is based on current clients and packages and is subject to variation during the year.</p> <p>The projection includes a contingency sum of £0.150m to cover the net additional costs of further new placements, ending placements, and changes in placement costs.</p>
1.15	<p>Streetscene & Transportation</p> <p><u>Ancillary Services and Performance – £0.151m Overspend</u></p> <p>A delay in the development of the new Rockcliffe HRC site has resulted in additional running costs of £0.050m. Shortfall in Recycling income due to falling plastic recycling prices resulting from external market factors £0.185m. Additional income of £0.100m above the original projections following rollout of brown bin charges.</p>
1.16	<p><u>Highways Network - £0.350m Overspend</u></p> <p>Overspend due to additional cost of waste Leased Vehicles in their final year of contract plus an element of Vehicle insurance Costs £0.072m.</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 demands of parking enforcement requirements across the County. These overall variances total £0.160m.</p>
1.17	<p><u>Transportation and Logistics - £0.242m Overspend</u></p> <p>There pressure is due to the additional transport costs of pupils from John Summers High School transferring to Connah’s Quay High School, Buckley Elfed and the Mold Campus. The part year pressure was met from the Education Transition budget in 2017/18.</p>
1.18	<p>Planning, Environment & Economy</p>

	<p><u>Development - £0.152m underspend</u></p> <p>This is due to higher than anticipated levels of planning fee income received in the first quarter of the year.</p>
1.19	<p>Governance</p> <p><u>Revenues - £0.238m underspend</u></p> <p>This is mostly due to the anticipated surplus on the Council Tax Collection Fund following the Single Persons Discount Review.</p>
1.20	<p>Housing & Assets</p> <p><u>Industrial Units - £0.218m overspend</u></p> <p>Overspend due to a shortfall in rental income and an increase in NNDR costs due to void units.</p>
1.21	<p>Chief Executive's/Corporate Management Costs</p> <p>The projected underspend of £0.266m is due to a number of vacancy savings on corporate management. The position is under review as part of the current work on the 2019/20 budget.</p>
1.22	<p>Central & Corporate Finance - £4.780m underspend</p> <p><u>Minimum Revenue Provision (MRP); £1.400m underspend</u></p> <p>After the 2018/19 budget was set the Council adjusted its method of calculating the MRP repayment in from a straight line method to an annuity method as detailed in the report to Council on March 1 2018. This has reduced the annual amount payable in 2018/19 by £1.400m. The recurring impact of this adjustment will be built into the budget for 2019/20.</p>
1.23	<p><u>Pension; £1.031m underspend</u></p> <p>There was a significant underspend on the pension contribution account in 2017/18 and early analysis suggests that this will also be the case in 2018/19. The main factor affecting the position is due to the financial impact of the transfer of various services being less than anticipated together with the recovery of a higher level of contribution to the deficit due to the increased pay award. The position is under review as part of the current work on the 2019/20 budget.</p>
1.24	<p><u>VAT Rebate; £1.940m underspend</u></p> <p>Flintshire County Council have successfully claimed a VAT rebate on some sporting exemptions. Historically there was doubt as to whether Local Authorities could be classified as an eligible body for the purpose of exemption from certain sporting activities. However, following a legal</p>

	<p>challenge against HMRC by another Local Authority and it was ruled that Local Authorities were eligible for this exemption. An early estimate indicates that the Council will receive £1.940m from this rebate. This funding will be on a one-off basis and its use is under review as part of the current work on the 2019/20 budget.</p>
1.25	<p><u>Auto enrolment; £0.273m underspend</u></p> <p>Budget set aside and held centrally for anticipated increase in employer's superannuation costs due to auto enrolment. To date this increase is not as high as originally anticipated. This mostly is affected by relief workers and the monthly hours they work. Potential efficiency to be assessed as part of the MTFS.</p>
1.26	<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>
1.27	<p>National Joint Council (NJC) Pay Award</p> <p>At the time of setting the 2018/19 budget, pay negotiations on NJC pay were still to be concluded. The report referred to the risk to the Council of a higher pay award than that budgeted (1%) and identified this as a potential call on the contingency reserve in 2018/19 for the amount required over and above that budgeted.</p> <p>The total funding requirement for 2018/19 pay award is £2.077m. The amount included in the 2018/19 budget is £0.936m, in addition there is a small amount of unallocated pay inflation remaining from 2017/18 of £0.057m.</p> <p>When taking these amounts off the total requirement there is a balance of £1.084m which is requested to be funded from the Contingency Reserve within paragraph 1.37.</p>
1.28	<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 4 report details the projected outturn as £1.577m higher than budget however as detailed above, costs can be subject to volatility and may change.</p>

	The impact of the current pressures on Out of County Placements are being considered as part of the Councils latest forecast for 2019/20.
1.29	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2018/19 budget contains £5.511m of specific efficiencies which are 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 MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2018/19 shows that £5.411m or 98% 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 2 with the overall impact in relation to any impact for 2019/20 being reviewed as part of the ongoing work on the MTFS.</p>
1.30	<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>
1.31	<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 with a number of potential opportunities will be considered as part of business planning and annual review.</p>
1.32	<p>Recycling Income</p> <p>The market rate for income received from recycling plastic, paper and card are extremely volatile and can fluctuate rapidly. Recycling income is already lower than budgeted for and there is a risk that the market rates may reduce further.</p>
1.33	<p>Schools Pressures</p> <p>There are a number of risks affecting schools in 2018/19:</p> <p>Pay – The NJC pay award has meant that schools have had a significant pressure to meet the cost of this in 2018/19 due to a high number of schools staff being on the lower grades that have received a higher percentage increase. Whilst schools did receive £1.1m in funding as part of the budget for 2018/19 the pressures in year are significantly higher.</p> <p>Teachers Pay – The recent announcement on teachers' pay will mean a significant pressure on schools from September 2018/19. The Council is in contact with Welsh Government regarding the funding of this which needs</p>

	<p>to be funded from central funding. If this is not agreed then this will place another large pressure on school budgets.</p> <p>Schools in a deficit position– Flintshire has a number of secondary schools with significant deficits - future impacts of the pay awards as detailed below will impact on this position. (Deficits as at 31/3/18 are £1.285m)</p>
1.34	<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 later in the year when any pressures on these budgets emerges. At that stage, an allocation for the pressure will be allocated to the portfolio in question.</p>
1.35	<p>An allocation of £0.075m from the inflation provided for Energy has been transferred to the Street Lighting service due to an inflationary increase that has already occurred.</p>
1.36	<p>The pay award provided in the 2018/19 budget was based on 1% of the total pay budget. The actual national agreed pay award agreed was a minimum of 2% on pay, with additional increases on the lower pay scales.</p> <p>At the time of setting the 2018/19 budget this was acknowledged as an area that would need to be subject to a one off contribution from the contingency reserve and Cabinet are recommended to approve this to enable the appropriate level of funding to be transferred to Portfolios.</p> <p>The amount requested to be funded from the Contingency Reserve is £1.084m as detailed in paragraph 1.27. This recurring amount is being built into the current forecast for 2019/20.</p>
1.37	<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>
1.38	<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 £8.441m as detailed in appendix 3.</p>
1.39	<p>The projected overspend of £0.197m on Children’s Services professional support includes an amount of £0.104m in respect of the Victim Contact</p>

	<p>team, which is continuing to support a specific investigation into child sexual exploitation (CSE). There is an expected need to continue to support a specific investigation throughout 2018/19 and also into 2019/20.</p> <p>As in previous years it is recommended that funding of £0.100m be allocated in 2018/19 from the contingency reserve in recognition of the ongoing pressures within this area of Children's Services professional support due to the investigations into CSE. It is further recommended that funding of £0.100m is earmarked from the contingency reserve for this purpose in 2019/20.</p>
1.40	<p>Earmarked Reserves</p> <p>A summary of earmarked reserves as at 1 April 2018 and an estimate of projected balances as at the end of the financial year will be included in the month 5 report.</p>
1.41	<p>Carbon Reduction Commitment</p> <p>The Carbon Reduction Commitment budget will not be spent in full in 2018/19, due to reduced allowances purchased, and the scheme is due to end in 2019.</p> <p>The underspend amount of £0.296m is recommended to be set aside to meet the costs of external/technical/planning support to develop Solar Farms, as presented in the report to Cabinet on 17 July 2018, for Crumps Yard and Flint Landfill Solar Farms.</p>
1.42	<p>Housing Revenue Account</p> <p>The 2016/17 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.</p>
1.43	<p>The 2018/19 budget for the HRA is £34.381m which includes a movement of £0.018m from reserves.</p>
1.44	<p>The monitoring for the HRA is projecting in year expenditure to be £0.007m greater than budget and a closing un earmarked balance as at 31 March 2019 of £1.165m, which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.</p>
1.45	<p>The budget contribution towards capital expenditure (CERA) is £12.170m. The £0.007m reduction in this contribution increases the level of borrowing required to fund the proposed capital programme.</p>

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 1.26 to 1.33.

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Budget Variances Appendix 2: Council Fund – Programme of Efficiencies Appendix 3: Council Fund – Movement on Un-earmarked Reserves Appendix 4: Housing Revenue Account Variances

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

7.00	GLOSSARY OF TERMS
7.01	<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>

Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.

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.

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.

Underspend: when referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.

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.

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Social Services					
Older People					
Localities	17.078	16.947	-0.131	Residential and Nursing Care reflects a projected overspend of £0.358m due to increased numbers of funded placements following the increase in the capital limit to £40,000. Domiciliary Care reflects a projected underspend of £0.230m 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 £0.038m on day care due to reduced demand, £0.050m in Intake/First contact due to vacancy savings and £0.031m on Minor Adaptations. Locality Teams staffing reflects a projected underspend of £0.136m due to short term vacancy savings for a number of posts. Overall net minor variances amount to a net £0.004m underspend.	Continue to monitor and review.
Community Equipment Contribution	0.478	0.334	-0.144	Following review and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	These savings have been earmarked for future realignment to meet some of the revenue costs funding requirement for the new Flint Extra Care facility - Llys Raddington.
Resources & Regulated Services	6.531	6.389	-0.142	The main influences on the net projected underspend of £0.142m is within extra care schemes where there is a projected underspend of £0.257m due mainly to the delay to the opening of the new Llys Raddington, Flint extra care facility. This is offset by a projected overspend of £0.094m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also other minor projected overspends amounting to £0.021m in Residential Care and Day Centres.	Continue to monitor and review.
Minor Variances	0.826	0.835	0.009		
Disability Services					
Resources & Regulated Services	23.198	23.057	-0.141	The projected underspend of £0.141m is mainly due to demand influences within externally provided Supported Living	
Administrative Support	0.182	0.133	-0.049	The projected underspend is due mainly to short term vacancy savings.	
Transition & Disability Services	0.737	0.698	-0.039	The projected underspend is due mainly to short term vacancy savings.	
Minor Variances	0.606	0.559	-0.046		
Mental Health Services					
Residential Placements	1.184	1.474	0.290	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 Betsi Cadwaladr University Health Board (BCUHB)	Continue to monitor and review and consider pressure item within 2019/20 budget process
Minor Variances	2.635	2.618	-0.017		
Children's Services					
Family Placement	2.564	2.784	0.221	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.	
Professional Support	4.907	5.104	0.197	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	A request is made within this budget monitoring report to Cabinet for an allocation of £0.100m of funding from the contingency reserve in recognition of the specific pressure in the Victim Contact team
Minor Variances	1.692	1.701	0.010		
Development & Resources					
Charging Policy income	-2.469	-2.577	-0.108	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	Continue to monitor and review.
Business Support Service	1.170	1.092	-0.078	The projected underspend is due to a number of short term vacancy savings	
Safeguarding Unit	0.920	0.861	-0.059	The projected underspend of £0.059m is influenced by the saving on a post which was deleted following approval of an EVR request, and some non-recurring grant income from Welsh Government in support of DoLS.	
Good Health	0.916	0.855	-0.061	The projected underspend is due to a number of short term vacancy savings	Continue to monitor and review.
Minor Variances	1.571	1.642	0.071		
Total Social Services (excl Out of County)	64.725	64.506	-0.219		
Out of County					
Children's Services	4.191	5.050	0.859	Variance due to the number of Out of County placements	Continue close monitoring arrangements
Education & Youth	3.083	3.801	0.718	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	8.851	1.577		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Education & Youth					
Integrated Youth Provision	1.361	1.355	-0.006	Variance relates to minor variances from across service area.	
School Improvement Systems	1.797	1.745	-0.052	Variance largely relates to 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.	
Minor Variances	4.749	4.748	-0.001		
Total Education & Youth (excl Out of County)	7.908	7.849	-0.059		
Schools	89.806	89.806	0.000		
Streetscene & Transportation					
Ancillary Services & Performance	9.193	9.344	0.151	Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate until October totalling £0.050m. Shortfall in Recycling income due to falling plastic, card and paper recycling prices resulting from external market factors £0.185m. Additional income of £0.100m above the original projections following rollout of brown bin charges. Minor variances £0.016m	Keep under review
Highways Network	10.869	11.218	0.350	Additional cost of Vehicle insurance Premiums totalling £0.072m. 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. Minor variances £0.018m	Keep under review
Transportation & Logistics	9.150	9.392	0.242	Additional pressure as a result of the provision of additional transport for pupils from the former John Summers High School to Connahs Quay, Buckley and Mold campuses, £0.242m.	Keep under review
Workforce	0.410	0.535	0.125	Increased Agency and Overtime costs as a consequence of current sickness levels (9%) of the workforce operatives.	
Other Minor Variances	0.229	0.252	0.023		
Total Streetscene & Transportation	29.851	30.742	0.891		
Planning, Environment & Economy					
Business	1.528	1.527	-0.001	Minor Variances	Continue to Monitor and Review
Community	0.921	0.982	0.061	Full cost recovery income targets have not been achieved in recent years and are unlikely to be achieved again in 2018/19. The Pest Control Service is customer demand led with competition from external commercial organisations	Monitor Pest Control Fee Income Levels, Service to be reviewed during the second half of the financial year.
Development	0.040	-0.112	-0.152	Higher than expected levels of Planning Fee Income received in the first quarter of the financial year. An award of Legal Fees from a Planning Appeal in FCCs favour.	Continue to monitor Planning Fee Income levels and adjust projection accordingly.
Access	1.322	1.336	0.014	Minor Variances	Continue to Monitor and Review
Regeneration	2.626	2.128	-0.498	Minor Variances.	Monitor and Review.
Management & Strategy	8.676	7.495	-1.181	Minor Variances	Continue to Monitor and Review
Minor Variances	-9.493	-7.730	1.763		
Total Planning & Environment	5.620	5.627	0.006		
People & Resources					
HR & OD	2.386	2.339	-0.047	Minor variances	Continue to monitor & review
Corporate Finance	2.087	2.135	0.048	Minor variances	Continue to monitor & review
Total People & Resources	4.473	4.474	0.001		
Governance					
Legal Services	0.698	0.724	0.026	Minor variances	Continue to monitor & review
Democratic Services	2.016	2.026	0.011	Minor variances	Continue to monitor & review
Internal Audit	0.449	0.427	-0.022	Minor variances	Continue to monitor & review
Procurement	0.320	0.323	0.002	Minor variances	Continue to monitor & review
ICT	4.522	4.550	0.028	Minor variances	Continue to monitor & review
Customer Services	0.380	0.437	0.057	Vacancy savings in respect of Flintshire Connects (£0.011m). Additional registration services income estimated to be in the region of (£0.024m). Prior year efficiency in respect of Contact Centres unlikely to be achieved in 201/19 £0.100m. Other minor variances (£0.008m).	Monitor and Review.
Revenues	-0.228	-0.466	-0.238	Anticipated surplus on the Council Tax Collection Fund following the conclusion of the Single Persons Discount Review (£0.204m). Vacancy savings of (£0.030m). Other minor variances (£0.004m).	Continue to review on a monthly basis and report on any significant variances or movements.
Total Governance	8.158	8.021	-0.136		
Strategic Programmes					
Public Libraries & Arts, Culture & Events	1.598	1.598	0.000	No major variances.	
Museums	0.068	0.068	0.000	No major variances.	
County Archives	0.290	0.290	0.000	No major variances.	
Leisure	3.209	3.209	0.000	No major variances.	
Community Assets	0.000	0.000	0.000	No major variances.	
Total Strategic Programmes	5.164	5.164	0.000		

Budget Monitoring Report
Council Fund Variances

MONTH 4 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance	Action Required
Housing & Assets					
Property Asset And Development	0.435	0.370	-0.065	Underspend resulting from salary savings	
Caretaking & Security	0.274	0.217	-0.057	Underspend resulting from salary savings	
CPM & Design Services	0.588	0.490	-0.098	Additional income over budget target	
Industrial Units	-1.134	-0.916	0.218	Shortfall in rental income and added NNDR costs incurred due to void units	
Benefits	10.653	10.625	-0.028	Projected underspend on the Council Tax Reduction Scheme (CTRS) (£0.053m). Additional cost of IT related expenditure such as software and external printing £0.059m. Other savings from across the service (£0.022m).	Continue to review and report on significant variances on a monthly basis.
Housing Solutions	1.084	1.078	-0.006	Minor variances.	Continue to review and repost on significant variances on a monthly basis.
Housing Programmes	0.113	0.115	0.003	Minor variances.	Continue to review and repost on significant variances on a monthly basis.
Disabled Facilities Grant	-0.029	0.012	0.041	Unachieved framework income for Energy Efficiency projects within 2017/18 £0.050m	Continue to review and repost on significant variances on a monthly basis.
Minor Variances	0.605	0.609	0.004		
Total Housing & Assets	13.213	13.223	0.010		
Chief Executive's	2.961	2.695	-0.266	Variance is due to a number of vacancies due to a number of staff changes within the year.	Keep under review and consider as part of 19-20 budget
Central and Corporate Finance	25.175	20.691	-4.484	£1.400m underspend due to a change in the Minimum Revenue Provision policy. Increased Coroners costs £0.040m. Windfall income an overachievement of £1.975m, £1.940m is due to a VAT rebate and £0.027m due to NDR revaluations. Pension deficit recovery, an underspend of £1.031m, 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 £0.273m. An underachievement on the income target of £0.200m. Minor variances £0.020m.	Continue to review all variances alongside the continuing work on the MTFS
Grand Total	264.328	261.649	-2.680		

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
Total Governance	0.176	0.176	0.000
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
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	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.160	0.000
Total Strategic Programmes	0.810	0.810	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	0.240	0.000
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	0.250	0.000
Benefits; Remove duplication and provide a single financial assessment service.	0.050	0.050	0.000
Reduction of senior management team	0.050	0.050	0.000
Total Housing & Assets	0.991	0.991	0.000
Streetscene & Transportation			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.250	(0.200)
Total Streetscene & Transportation	1.250	1.150	(0.100)
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 preapplication advice	0.030	0.030	0.000
Flooding and Drainage; Fees for capital project work.	0.010	0.010	0.000
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	0.180	0.000
		%	£
Total 2017/18 Budget Efficiencies		100	5.511
Total Projected 2017/18 Budget Efficiencies Underachieved		2	0.100
Total Projected 2017/18 Budget Efficiencies Achieved		98	5.411

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 – projected outturn underspend		2.680
Total Contingency Reserve as at 31st March 2019		8.145

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 4 - 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)	(34.255)	0.126	0.218	A pressure of £0.126m is anticipated on income. £0.062 of this pressure related to loss of rental income on void properties. This is due to delays on handover of new properties and more properties being void for longer than anticipated. £0.023m 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 £0.005m relates to minor pressures.	£0.036m will be built into the HRA Business Plan for future years to address the Welsh Water pressure.
Capital Financing - Loan Charges	8.694	8.548	(0.146)		The projected underspend of £0.146m relates to expected borrowing costs for SHARP. £0.051m 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 £0.095m relates to interest charges. Batch 3 schemes will now start on site from November and this means expenditure will be spread across financial years. In-year interest charges will therefore be lower than originally anticipated.	
Estate Management	1.617	1.608	(0.010)	(0.032)	Minor Variance	
Landlord Service Costs	1.415	1.426	0.011	0.001	Minor Variance	
Repairs & Maintenance	8.159	8.193	0.034	0.051	A pressure of £0.034m is expected on Repairs and Maintenance. A £0.032m pressure relates to the pay award. The remaining £0.002m relates to minor pressures.	The additional 1% pay award will be built into the HRA Business Plan for future years to address the pressure.
Management & Support Services	2.297	2.219	(0.077)	(0.093)	A saving of £0.077m is anticipated on Management and Support costs. £0.002m relates to vacancy savings. The remaining £0.015m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	12.163	(0.007)		Minor Variance	
HRA Projects	0.047	0.049	0.002	0.002	Minor Variance	
Contribution To / (From) Reserves	(0.018)	0.049	0.067	(0.147)	The HRA Business Plan anticipated a contribution from reserves of £0.018m when it was approved in February, however, to bring reserve levels in line with the budgeted closing balance for 2018/19, a contribution to reserves of £0.049m is required. This contribution will be funded by underspends elsewhere in the HRA.	
Total Housing Revenue Account	0.000	(0.000)	(0.000)	0.000		



CABINET MEETING

Date of Meeting	Tuesday 25th September 2018
Report Subject	Capital Programme Monitoring 2018/19 (Month 4)
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 4 (July 2018), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase of £16.125m during the period. This is comprised of:-

- Net increases in the programme of £8.420m (CF £9.676m, HRA (£1.256m));
- Introduction of Carry Forward from 2017/18 of £7.705m.

Actual expenditure was £13.728m.

The final outturn for 2017/18 was a minor funding deficit of £0.068m. There have been a small number of capital receipts in year which, together with a projected shortfall of £8.216m in the capital programme 2018/19 to 2020/21 and a request for an additional allocation of £0.500m towards the relocation of services to Unity House, puts the current funding deficit, for the 3 year period, at £8.719m. This is in advance of any 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 1.17.
(3)	Cabinet are requested to approve the additional allocation of £0.500m for the relocation of services to Unity House.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 4 CAPITAL PROGRAMME MONITORING POSITION- 2018/19																																																																																																						
	<p>Background</p>																																																																																																						
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.																																																																																																						
	<p>Changes since Budget approval</p>																																																																																																						
1.03	<p>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:-</p> <p>Table 1</p> <table border="1"> <thead> <tr> <th rowspan="3">REVISED PROGRAMME</th> <th rowspan="3">Original Budget 2018/19</th> <th rowspan="3">Carry Forward from 2017/18</th> <th colspan="3">2018/19 Previously Reported</th> <th rowspan="3">Changes - This Period</th> <th rowspan="3">Revised Budget 2018/19</th> </tr> <tr> <th>Changes</th> <th>Carry Forward to 2019/20</th> <th>Savings</th> </tr> <tr> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>People & Resources</td> <td>0.250</td> <td>0.233</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.483</td> </tr> <tr> <td>Governance</td> <td>0.408</td> <td>0.068</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>0.476</td> </tr> <tr> <td>Education & Youth</td> <td>17.000</td> <td>0.385</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>17.385</td> </tr> <tr> <td>Social Care</td> <td>1.955</td> <td>2.168</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>4.123</td> </tr> <tr> <td>Planning, Environment & Economy</td> <td>0.000</td> <td>0.664</td> <td>0</td> <td>0</td> <td>0</td> <td>0.076</td> <td>0.740</td> </tr> <tr> <td>Transport & Streetscene</td> <td>1.100</td> <td>2.845</td> <td>0</td> <td>0</td> <td>0</td> <td>8.217</td> <td>12.162</td> </tr> <tr> <td>Strategic Programmes</td> <td>0.660</td> <td>0.453</td> <td>0</td> <td>0</td> <td>0</td> <td>1.383</td> <td>2.496</td> </tr> <tr> <td>Housing & Assets</td> <td>2.400</td> <td>0.889</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>3.289</td> </tr> <tr> <td>Council Fund Total</td> <td>23.773</td> <td>7.705</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>9.676</td> <td>41.154</td> </tr> <tr> <td>HRA Total</td> <td>36.496</td> <td>0</td> <td>0</td> <td>0</td> <td>0</td> <td>(1.256)</td> <td>35.240</td> </tr> <tr> <td>Programme Total</td> <td>60.269</td> <td>7.705</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> <td>8.420</td> <td>76.394</td> </tr> </tbody> </table>	REVISED PROGRAMME	Original Budget 2018/19	Carry Forward from 2017/18	2018/19 Previously Reported			Changes - This Period	Revised Budget 2018/19	Changes	Carry Forward to 2019/20	Savings	£m	£m	£m	People & Resources	0.250	0.233	0	0	0	0	0.483	Governance	0.408	0.068	0	0	0	0	0.476	Education & Youth	17.000	0.385	0	0	0	0	17.385	Social Care	1.955	2.168	0	0	0	0	4.123	Planning, Environment & Economy	0.000	0.664	0	0	0	0.076	0.740	Transport & Streetscene	1.100	2.845	0	0	0	8.217	12.162	Strategic Programmes	0.660	0.453	0	0	0	1.383	2.496	Housing & Assets	2.400	0.889	0	0	0	0	3.289	Council Fund Total	23.773	7.705	0.000	0.000	0.000	9.676	41.154	HRA Total	36.496	0	0	0	0	(1.256)	35.240	Programme Total	60.269	7.705	0.000	0.000	0.000	8.420	76.394
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1.04	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.																																																																											
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1.05	Funding changes during this period have resulted in a net increase in the programme total of £8.420m (CF £9.676m, HRA (£1.256m)). A summary of the changes, detailing major items, is shown in Table 2 below:-																																																																											
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1.06	It is usual in the early part of the financial year to receive notification of funding allocations that were not available at budget setting time. This is the case with the Local Transport/Road Safety grant from Welsh Government (WG). Relevant schemes include replacement of electronic																																																																											

	ticketing machines, Deeside Shuttle/DIP links, Active Travel and various road safety schemes around schools.
1.07	Funding from Salix of £1.479m and from revenue (CERA) of £0.225m has been introduced to continue the process of upgrading the street lighting infrastructure.
1.08	<p>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.</p> <p>As much of this work will now take place in the current financial year funding was rephased from 2017/18 into 2018/19.</p>
1.09	The remaining balance of Waste Collaborative Change Programme grant available has been introduced to contribute to the Rockcliffe Household Recycling Centre (HRC) site.
1.10	Funding for Play Areas, both from Section 106 monies and match funding from Town/Community Councils, is introduced during the year as schemes are developed and progressed.
1.11	Funding has been introduced within the HRA to buy back ex Right to Buy properties so they can be bought back into the Council's HRA housing stock.
1.12	When the HRA budget was set WG had confirmed that £1.900m of Affordable Housing Grant would be available. This is not now the case and the grant funding has been replaced by revenue support for equivalent borrowing over a 29 year period. This funding will be utilised in the 2019/20 financial year.
1.13	<p>Capital Expenditure compared to Budget</p> <p>Expenditure as at Month 4, across the whole of the capital programme was £13.728m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 17.97% of the budget has been spent (CF 16.08%, HRA 20.18%). Corresponding figures for Month 4 2017/18 were 25.25% (CF 13.77%, HRA 37.28%).</p>

1.14 The table also shows a projected underspend (pending carry forward and other adjustments) of £0.047m on the Council Fund and a break even position on the HRA.

Table 3

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 4	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	0.000
Governance	0.476	0.057	11.99	0.476	0.000
Education & Youth	17.385	3.749	21.56	17.385	0.000
Social Care	4.123	0.024	0.58	4.123	0.000
Planning, Environment & Economy	0.740	0.182	24.58	0.557	(0.183)
Transport & Streetscene	12.162	0.852	7.00	12.162	0.000
Strategic Programmes	2.496	0.918	36.78	2.422	(0.074)
Housing & Assets	3.289	0.834	25.37	3.499	0.210
Council Fund Total	41.154	6.616	16.08	41.107	(0.047)
Buy Back / Strategic Acquisition	0.500	0.230	45.90	0.500	0.000
Disabled Adaptations	1.111	0.150	13.53	1.111	0.000
Energy Schemes	0.357	0.021	5.77	0.357	0.000
Major Works	1.855	0.615	33.15	1.855	0.000
Accelerated Programmes	0.714	0.213	29.80	0.714	0.000
WHQS Improvements	18.229	4.787	26.26	18.229	0.000
SHARP Programme	12.474	1.096	8.79	12.474	0.000
Housing Revenue Account Total	35.240	7.111	20.18	35.240	0.000
Programme Total	76.394	13.728	17.97	76.347	(0.047)

1.15 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.

1.16 **Carry Forward into 2019/20**
During the quarter carry forward of £0.074m (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.

1.17	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-</p> <p><u>Table 4</u></p> <table border="1" data-bbox="432 465 1275 920"> <thead> <tr> <th data-bbox="432 465 959 607">CARRY FORWARD INTO 2019/20</th> <th data-bbox="959 488 1114 607">Month 4 £m</th> <th data-bbox="1114 488 1275 607">Total £m</th> </tr> </thead> <tbody> <tr> <td data-bbox="432 607 959 689">Strategic Programmes</td> <td data-bbox="959 607 1114 689">0.074</td> <td data-bbox="1114 607 1275 689">0.074</td> </tr> <tr> <td data-bbox="432 689 959 772">Council Fund</td> <td data-bbox="959 689 1114 772">0.074</td> <td data-bbox="1114 689 1275 772">0.074</td> </tr> <tr> <td data-bbox="432 772 959 855">Housing Revenue Account</td> <td data-bbox="959 772 1114 855">0.000</td> <td data-bbox="1114 772 1275 855">0.000</td> </tr> <tr> <td data-bbox="432 855 959 920">TOTAL</td> <td data-bbox="959 855 1114 920">0.074</td> <td data-bbox="1114 855 1275 920">0.074</td> </tr> </tbody> </table>	CARRY FORWARD INTO 2019/20	Month 4 £m	Total £m	Strategic Programmes	0.074	0.074	Council Fund	0.074	0.074	Housing Revenue Account	0.000	0.000	TOTAL	0.074	0.074
CARRY FORWARD INTO 2019/20	Month 4 £m	Total £m														
Strategic Programmes	0.074	0.074														
Council Fund	0.074	0.074														
Housing Revenue Account	0.000	0.000														
TOTAL	0.074	0.074														
1.18	<p>Additional Allocations</p> <p>As a result of additional items of work, in the main relating to building ventilation systems, the projected cost of relocating services to Unity House is anticipated to increase by £0.500m. Cabinet is requested to approve additional capital resources of £0.500m towards these works. At this stage it is assumed that this will be funded from Prudential Borrowing.</p>															
1.19	<p>Savings</p> <p>No savings have been identified in the programme in this quarter.</p>															
1.20	<p>Funding of 2018/19 Approved Schemes</p> <p>The position at Month 4 is summarised in Table 5 below:-</p> <p><u>Table 5</u></p>															

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	(0.065)
Savings	(0.065)
	(0.065)
Funding - (Available)/Shortfall	8.719

1.21	<p>The final outturn funding deficit from 2017/18 was £0.068m.</p> <p>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.</p> <p>Additional allocations, if approved, amount to £0.500m.</p> <p>Actual in year receipts as at Month 4 amount to £0.065m.</p> <p>Taken together this indicates a current funding shortfall of £8.719m over the 3 year period, prior to the realisation of additional capital receipts and/or other funding sources.</p>
1.22	<p>Investment in County Towns</p> <p>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.</p>
1.23	<p>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 4.</p> <p><u>Table 6</u></p>

INVESTMENT IN COUNTY TOWNS			
	2017/18	2018/19	2019 -
	Actual	Revised	2021
	£m	Budget	Budget
		£m	£m
Buckley / Penyffordd	0.484	7.328	2.382
Connah's Quay / Shotton	6.620	10.967	0.492
Flint / Bagillt	2.774	1.434	0.241
Holywell / Caerwys / Mostyn	0.584	9.103	0
Mold / Treuddyn / Cilcain	5.106	0.758	0
Queensferry / Hawarden / Sealand	0.636	4.260	0
Saltney / Broughton / Hope	0	0.860	4.207
To Be Confirmed	5.732	8.281	7.942
Total	21.936	42.991	15.264

1.24 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 be included, and the expenditure and budgets reported should be considered in that context.

1.25 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.

1.26 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.

1.27 Information on the split between internal and external funding can be found in Appendix C.

1.28 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
2.01	Financial implications - As set out in the body of the report.
2.02	Personnel implications - None directly as a result of this report.

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

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

5.00	APPENDICES
5.01	Appendix A: Capital Programme - Changes during 2018/19
5.02	Appendix B: Variances
5.03	Appendix C: Investment in Towns

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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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>
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7.00	GLOSSARY OF TERMS
7.01	<p>Budget Re-profiling: Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.</p> <p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure which extends the useful life of an existing asset</p> <p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipts: Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p>Carry Forward: Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is carried forward to meet the delayed, contractually committed expenditure.</p> <p>CERA: Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.</p> <p>Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.</p> <p>Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p> <p>MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.</p> <p>Non-current Asset: A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.</p> <p>Section 106: Monies are received from developers/contractors pursuant to Section 106 of the Town & Country Planning Act 1990. These sums are available for use once the relevant terms of the individual agreement have</p>

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.

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	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	0	0	0	0.500
Primary Schools	1.683	0.059	0	0	0	(0.274)	1.468
Schools Modernisation	13.967	0	0	0	0	0	13.967
Secondary Schools	0.600	0.071	0	0	0	0.274	0.945
Special Education	0.250	0.255	0	0	0	0	0.505
	17.000	0.385	0.000	0.000	0.000	0.000	17.385
Social Care							
Services to Older People	0.000	0	0	0	0	0.363	0.363
Learning Disability	1.955	1.735	0	0	0	0	3.690
Children's Services	0.000	0.433	0	0	0	(0.363)	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	0	0	0.250
Engineering	0	0.414	0	0	0	0	0.414
Energy Services	0	0	0	0	0	0	0
Townscape Heritage Initiatives	0	0	0	0	0	0.076	0.076
Urban/Rural Regeneration	0	0	0	0	0	0	0
	0.000	0.664	0.000	0.000	0.000	0.076	0.740
Transport & Streetscene							
Waste - CCP Grant	0	1.000	0	0	0	0.403	1.403
Waste - Other	0.500	0	0	0	0	0	0.500
Highways	0.600	1.497	0	0	0	1.704	3.801
Local Transport Grant	0	0	0	0	0	6.110	6.110
Solar Farms	0	0.348	0	0	0	0	0.348
	1.100	2.845	0.000	0.000	0.000	8.217	12.162
Strategic Programmes							
Leisure Centres	0.330	0.254	0	0	0	1.100	1.684
Play Areas	0	0	0	0	0	0.283	0.283
Libraries	0	0.110	0	0	0	0	0.110
Theatr Clwyd	0.330	0.089	0	0	0	0	0.419
	0.660	0.453	0.000	0.000	0.000	1.383	2.496

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	0	0	0	0.734
Community Asset Transfers	0	0.755	0	0	0	0	0.755
Affordable Housing	0	0	0	0	0	0	0
Private Sector Renewal/Improv't	1.800	0	0	0	0	0	1.800
	2.400	0.889	0.000	0.000	0.000	0.000	3.289
Housing Revenue Account :							
Buy Back / Strategic Acquisition	0	0	0	0	0	0.500	0.500
Disabled Adaptations	1.051	0	0	0	0	0.060	1.111
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	(0.060)	18.229
SHARP Programme	14.230	0	0	0	0	(1.756)	12.474
	36.496	0.000	0.000	0.000	0.000	(1.256)	35.240
Totals :							
Council Fund	23.773	7.705	0	0	0	9.676	41.154
Housing Revenue Account	36.496	0	0	0	0	(1.256)	35.240
Grand Total	60.269	7.705	0.000	0.000	0.000	8.420	76.394

PEOPLE & RESOURCES

Capital Budget Monitoring 2018/19 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Headroom	0.360	0.000	0.360	0	0	0.000		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	0	0.000		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			

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GOVERNANCE

Capital Budget Monitoring 2018/19 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	0.476	0.057	0.476	0	0	0.000			
Total	0.476	0.057	0.476	0.000	0	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2018/19 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	0.500	0.000	0.500	0	0	0.000			
Primary Schools	1.468	0.040	1.468	0	0	0.000			
Schools Modernisation	13.967	3.610	13.967	0	0	0.000			
Secondary Schools	0.945	0.055	0.945	0	0	0.000			
Special Education	0.505	0.044	0.505	0	0	0.000			
Total	17.385	3.749	17.385	0.000	0	0.000			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2018/19 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	0.363	0.000	0.363	0	0	0.000			
Learning Disability	3.690	0.024	3.690	0	0	0.000			
Children's Services	0.070	0.000	0.070	0	0	0.000			
Total	4.123	0.024	4.123	0.000	0	0.000			

Variance = Budget v Projected Outturn

PLANNING, ENVIRONMENT & ECONOMY

Capital Budget Monitoring 2018/19 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0.000	0	(0.250)	(100)	0.000	Expenditure on remedial actions to be determined following extensive monitoring and in accordance with NRW regulations	None at the present time	Potential Carry Forward depending on timing and results of investigations
Engineering	0.414	0.045	0.414	0	0	0.000			
Energy Services	0.000	0.052	0.052	0.052		0.000		Funding to be introduced to match expenditure	
Townscape Heritage Initiatives	0.076	0.091	0.091	0.015	20	0.000		Funding to be introduced to match expenditure	
Urban / Rural Regeneration	0.000	(0.006)	0	0		0.000			
Total	0.740	0.182	0.557	(0.183)	(25)	0.000			

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2018/19 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services - Collaborative Change Programme (CCP)	1.403	0.475	1.403	0	0	0.000			
Waste Services - Other	0.500	0.000	0.500	0	0	0.000			Dependent on intended projects progressing in 2018/19 by both Denbighshire and Conwy Councils
Engineering	0.000	0.000	0.000	0		0.000			
Highways	3.801	0.188	3.801	0	0	0.000			
Local Transport Grant	6.110	0.189	6.110	0	0	0.000			
Solar Farms	0.348	0.000	0.348	0	0	0.000			
Total	12.162	0.852	12.162	0.000	0	0.000			

Variance = Budget v Projected Outturn

STRATEGIC PROGRAMMES

Capital Budget Monitoring 2018/19 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	1.684	0.642	1.684	0	0	0.000			Planned works to be carried out at Mold Leisure Centre and Jade Jones Pavilion to be funded through Prudential Borrowing
Play Areas	0.283	0.276	0.283	0	0	0.000			S106 and Match Funded schemes, money drawn down when scheme is completed
Libraries	0.110	0.000	0.110	0	0	0.000			
Ciwyd Theatr Cymru	0.419	0.000	0.345	(0.074)	(18)	0.000	Carry Forward - Balance of funding for IT independence	Request approval to move funding of £0.074m to 2019/20	£0.330m for capital redevelopment fees is expected to be spent in year. £0.015m spend on IT & telephony, leaving balance of £0.074m. Flintshire are supporting the Theatre in 2018/19 therefore the move to full independence in these areas is postponed for this financial year
Total	2.496	0.918	2.422	(0.074)	(3)	0.000			

Variance = Budget v Projected Outturn

HOUSING & ASSETS

Capital Budget Monitoring 2018/19 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	0.734	0.189	0.734	0	0	0.000			
Community Asset Transfers	0.755	0.021	0.755	0	0	0.000		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	0.000	0.210	0.210	0.210		0.000		A £10.000m loan has been agreed, funded from Prudential Borrowing. Budgets will be introduced as and when schemes are signed off	
Private Sector Renewal/Improvement	1.800	0.415	1.800	0	0	0.000			
Total	3.289	0.834	3.499	0.210	6	0.000			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2018/19 - Month 4

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Buy Back / Strategic Acquisition	0.500	0.230	0.500	0	0	0.000			
Disabled Adaptations	1.051	0.150	1.051	0	0	0.000			
Energy Services	0.357	0.021	0.357	0	0	0.000			
Major Works	1.855	0.615	1.855	0	0	0.000			
Accelerated Programmes	0.714	0.213	0.714	0	0	0.000			
WHQS Improvements	18.289	4.787	18.289	0	0	0.000			
SHARP	12.474	1.096	12.474	0	0	0.000			
Total	35.240	7.111	35.240	0.000	0	0.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2018/19 - Month 4

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Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
People & Resources	0.483	0.000	0.483	0.000	0	0.000			
Governance	0.476	0.057	0.476	0.000	0	0.000			
Education & Youth	17.385	3.749	17.385	0.000	0	0.000			
Social Care	4.123	0.024	4.123	0.000	0	0.000			
Planning, Environment & Economy	0.740	0.182	0.557	(0.183)	(25)	0.000			
Transport & Streetscene	12.162	0.852	12.162	0.000	0	0.000			
Strategic Programmes	2.496	0.918	2.422	(0.074)	(3)	0.000			
Housing & Assets	3.289	0.834	3.499	0.210	6	0.000			
Sub Total - Council Fund	41.154	6.616	41.107	(0.047)	(0)	0.000			
Housing Revenue Account	35.240	7.111	35.240	0.000	0	0.000			
Total	76.394	13.728	76.347	(0.047)	(0)	0.000			

Variance = Budget v Projected Outturn

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
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																3,127	0	3,127	3,127
Highway Maintenance	1,486									114		45				1,327		1,486	0	1,486
Transport Grant	2,511				79		460	69		540			85				1,278	0	2,511	2,511
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
	21,936	484	0	4,093	2,527	2,171	603	515	69	4,566	540	551	85	0	0	1,327	4,405	13,707	8,229	21,936

AREA TOTAL

484

6,620

2,774

584

5,106

636

0

5,732

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	12,474	1,713	330	1,758		59		7,960	446	208									11,698	776	12,474
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	8,891			7,579	1,312														7,579	1,312	8,891
Holywell High School																			0	0	0
Penyffordd Amalgamation	5,076		5,076																0	5,076	5,076
School Extension & Remodelling:-																					
Ysgol Glan Aber	749					749													749	0	749
Castell Alun	600												600						600	0	600
SOCIAL CARE																					
LD Day Care Facility	3,690											3,690							3,690	0	3,690
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges	120			120															120	0	120
Street Lighting	1,479																		0	1,479	1,479
Highway Maintenance	2,202															2,202			2,202	0	2,202
Transport Grant	6,110		205		198				697				150		260				0	6,110	6,110
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	76							76											0	76	76
LEISURE - AURA																					
Leisure Centres	1,186	4				550				550		82							1,186	0	1,186
Synthetic Sports Pitches	338											338							338	0	338
	42,991	1,717	5,611	9,457	1,510	1,358	76	7,960	1,143	758	0	4,110	150	600	260	2,202	6,079	28,162	14,829	42,991	

AREA TOTAL

7,328

10,967

1,434

9,103

758

4,260

860

8,281

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	1,096			851		62				184									1,096	0	1,096
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	3,208			1,896	1,312														1,896	1,312	3,208
Holywell High School																			0	0	0
Penyffordd Amalgamation	398		398																0	398	398
School Extension & Remodelling:-																					
Ysgol Glan Aber																			0	0	0
Castell Alun																			0	0	0
SOCIAL CARE																					
LD Day Care Facility	24											24							24	0	24
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges																			0	0	0
Street Lighting	188																188		0	188	188
Highway Maintenance																			0	0	0
Transport Grant	189				189														0	189	189
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	91						91												0	91	91
LEISURE - AURA																					
Leisure Centres																			0	0	0
Synthetic Sports Pitches	7											7							7	0	7
	5,202	0	398	2,747	1,501	62	91	0	0	184	0	31	0	0	0	0	188		3,024	2,178	5,202

AREA TOTAL

		398	4,248	153	0	184	31	0	188
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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				
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	492			492																	
Holywell High School																					
Penyffordd Amalgamation																					
School Extension & Remodelling:-																					
Ysgol Glan Aber	241					241															
Castell Alun	4,207													4,207							
SOCIAL CARE																					
Marleyfield Residential Home	2,382	2,382																			
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges																					
Street Lighting																					
Highway Maintenance	1,200																1,200				
Transport Grant																					
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative																					
LEISURE - AURA																					
Leisure Centres																					
Synthetic Sports Pitches	672																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	

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AREA TOTAL

		2,382		492		241		0		0		0		4,207		7,942	
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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 20 th September 2018
Report Subject	Action Tracking
Cabinet Member	Not applicable
Report Author	Democratic Services Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report shows the action points from previous meetings of the Corporate Resources Overview & Scrutiny Committee and the progress made in completing them. The majority of the requested actions have been completed. Any outstanding will be reported back to the next monthly meeting.

RECOMMENDATIONS

1	The committee is invited to consider the 'action tracking' approach and decide whether it should be trialled by the Corporate Resources Overview & Scrutiny Committee.
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REPORT DETAILS

1.00	EXPLAINING THE ACTION TRACKING REPORT
1.01	In previous meetings, requests for information, reports or actions have been made. These have been summarised as action points. Following the meeting of the committee in July 2018, it was recognised that there was a need to formalise such reporting back, as 'Matters Arising' is not an item which can feature on an agenda.

1.02	<p>This paper summarises those points and where appropriate provides an update on the actions resulting from them.</p> <p>The Action Tracking details are attached in appendix a.</p>
1.03	<p>It is suggested that the 'Action tracking' approach be trialled for this committee for six months and if beneficial, the facility be offered to the other five Overview & Scrutiny Committees. This approach was considered by and supported by Group Leaders at their meeting on 6th September.</p>

2.00	RESOURCE IMPLICATIONS
2.01	The creation of the Action Tracking report increases work flow but should provide greater understanding and efficiency.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	In some cases, action owners have been contacted to provide an update on their actions.

4.00	RISK MANAGEMENT
4.01	Not applicable.

5.00	APPENDICES
5.01	Appendix a – CRO&SC Action Points

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Minutes of previous meetings of the committee as identified in the report.</p> <p>Contact Officer: Robert Robins, Democratic Services Manager Telephone: 01352 702320 E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	None.

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE4th JUNE 2018

Agenda item	Action Required	Responsible Officer(s)	Action taken
3. Council Plan 2018/19	Continuation of the performance target for affordable homes to continue as a local measure for 2018/19.	Karen Armstrong	Under consideration.
3. Council Plan 2018/19	Lack of youth provision across the county and that the vast majority of residents are unable to access the Communities First Programme.	Claire Homard, Karen Armstrong	Noted.
3. Council Plan 2018/19	Environment O&SC be asked to include the independent survey on street cleanliness and how it was funded in their Forward Work Programme.	Ceri Shotton	Passed to Margaret Parry-Jones for consideration by Environment O&SC.
4. Performance Out-turn 2017/18	The Committee invited Cabinet to publish an action plan to address under-performance where they have a RAG status of Amber, with a downturn performance trend, as well as a status of Red. The action plan would be submitted to the next Corporate Resources Overview & Scrutiny Committee meeting.	Karen Armstrong	Deferred to September meeting due to volume of work.

14th JUNE 2018

Agenda item	Action Required	Responsible Officer(s)	Action taken
4. Year End Council Plan report monitoring Report	Cllr Richard Jones to share his list of concerns about Appendix 2 with Gareth Owens to pursue with Karen Armstrong.	Gareth Owens, Karen Armstrong	Response awaited.
4. Year End Council Plan report monitoring Report	Check whether the 4% 'no data' on KPI performance RAG status meant that no trend date was available.	Gareth Owens, Karen Armstrong	Response awaited.
5. Capital investment in County Towns: Reporting Model	Cllr Richard Jones emphasised that this report should have included revenue as well as capital investment.	Gary Ferguson, Paul Vaughan	Future reports of this nature to be amended to include revenue and capital spending.
6. Workforce Information report – q4 2017/18	Cllr Woolley was concerned that the calculations were not correct: (p.157) % decrease in headcount should be calculated using 1/4/17 figure rather than end total figure. Figures for headcount and age profile of non-teaching employees inconsistent.	Sharon Carney, Andrew Adams	Response emailed to CRO&SC Members 25.07.18

12th JULY 2018

Agenda item	Action Required	Responsible Officer(s)	Action taken
3. Minutes	Approved, subject to one amendment on page 13, to include amending a sentence to 'benefitting young people, the A548 and Mostyn Docks'.	Maureen Potter	Minute amended accordingly
4. Forward work programme	<p>An update report on the North Wales growth Bid be included on the agenda for the 15th November meeting, following the Council Plan item.</p> <p>The item on the Council Plan scheduled for the November meeting be brought forward to September meeting - Karen said it may be feasible to submit the Q1 report (April-June) in September.</p>	Robert Robins	<p>On Forward work Plan</p> <p>October meeting, dependent on completion.</p>
5. Integrated Impact Assessment	The Chair commented on the need to include equality in work and the rights of children in the IIA. He asked if the Children's Commissioner for Wales had been contacted. The Corporate Business and Communications Executive Officer said she would look into this.	Karen Armstrong	Under consideration

Agenda item	Action Required	Responsible Officer(s)	Action taken
8. Strategic Equality Plan Annual Report 2016/18 and Welsh Language Annual Monitoring Report 2017/18	<p>The Council's staff Welsh language survey be extended to Members.</p> <p>Cllr Johnson asked what the average gender pay gap for local authorities is. A response will be emailed to the Members of the committee.</p>	<p>Robert Robins</p> <p>Robert Robins</p>	<p>Survey being prepared: circulation during September</p> <p>Response sent to CRO&SC Members 11.09.18</p>
6. Revenue Budget Monitoring (Outturn) and Capital Programme monitoring 2017/18 (Outturn)	<p>Check when the public conveniences in New Street, Mold are to close.</p> <p>Check where the Flour Mill is.</p> <p>Letter to be sent to Welsh Government expressing the committee's concern at grants being made available in late March.</p>	<p>Robert Robins</p>	<p>Response sent to CRO&SC Members 31.07.18</p> <p>Response sent to CRO&SC Members 31.07.18</p> <p>Letter drafted for dispatch week ending 14.09.18</p>
7. Revenue Budget Monitoring 2018/19 (Interim)	<p>Reiterated comments made at previous meetings about the need for a central pool of out of county funding for Welsh councils. Possible letter to be sent after the 23rd July second budget workshop.</p>	<p>Robert Robins</p>	<p>This issue was not discussed at the workshop. Possible issue for future consideration.</p>