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To: Cllr Clive Carver (Chairman)

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

9 November 2018

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 15th November, 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 5 - 10)

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

4 ACTION TRACKING (Pages 11 - 14)

Report of Democratic Services Manager -

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

5 FORWARD WORK PROGRAMME (Pages 15 - 20)

Report of Democratic Services Manager -

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

6 NATIONAL BUDGETS UPDATE; IMPLICATIONS AND UPDATED LOCAL FORECAST

Purpose: To receive a presentation from the Chief Executive and Corporate Finance Manager on the national budget position and the implications.

7 BUDGET 2019/20 – STAGE 1 PROPOSALS – CORPORATE FINANCE
(Pages 21 - 64)

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

Purpose: To consider the Stage 1 budget proposals for 2019/20 for recommendation to Cabinet and Council.

8 BUDGET 2019/20 – STAGE 2 PROPOSALS – ALL PORTFOLIOS (Pages 65 - 82)

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

Purpose: To consider the outcomes of the Stage 2 budget proposals recommended by the five Overview & Scrutiny Committees for recommendation to Cabinet and Council.

9 BUDGET 2019/20 – STAGE 2 PROPOSALS – CORPORATE SERVICES
(Pages 83 - 90)

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

Purpose: To consider the Stage 2 budget proposals for 2019/20 for Corporate Services for recommendation to Cabinet and Council.

10 REVENUE BUDGET MONITORING 2018/19 MONTH 6 AND CAPITAL PROGRAMME MONITORING MONTH 6 (Pages 91 - 136)

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

Purpose: The purpose of these reports is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 6) and Capital Programme Monitoring 2018/19 (Month 6).

11 **COUNCIL PLAN 2018/19 - MID-YEAR MONITORING REPORT** (Pages 137 - 142)

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

Purpose: To consider a mid-year summary of Council Plan performance prior to receiving a more detailed report at the next meeting.

12 **PEOPLE STRATEGY PERFORMANCE REPORT** (Pages 143 - 166)

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

Purpose: To receive an update on the progress of the People Strategy.

13 **WORKFORCE INFORMATION REPORT QUARTER 1** (Pages 167 - 188)

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

Purpose: To consider the Workforce Information Report for Quarter 1 of 2018/19.

14 **FLINTSHIRE COMMUNITY ENDOWMENT FUND - ANNUAL REPORT** (Pages 189 - 210)

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

Purpose: To support the work of the Community Foundation in the presentation of their Annual Report.

Yours sincerely



Robert Robins
Democratic Services Manager

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **18 OCTOBER 2018**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 18 October 2018

PRESENT: Councillor 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

APOLOGY: Councillor Aaron Shotton, Leader and Cabinet Member for Finance

CONTRIBUTORS: Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets; Chief Executive; and Corporate Finance Manager

IN ATTENDANCE: Democratic Services Manager and Democratic Services Officer

45. DECLARATIONS OF INTEREST

None.

46. MINUTES

The minutes of the meeting held on 20 September 2018 were submitted.

RESOLVED:

That the minutes be approved as a correct record and signed by the Chairman.

47. ACTION TRACKING

The Democratic Services Manager presented the report detailing progress on actions arising from previous meetings. The format had been updated to include timescales as previously requested.

As a further update on actions from the July meeting, all Members were encouraged to complete the Welsh Language survey on which 54 responses had been received to date.

In an outstanding action from the September meeting, officers said that copies of the inspection report of the Flintshire bridge would be shared by the following day. Councillor Heesom explained that his request for the report was in the context of the viability of the bridge as a conduit for a major highways infrastructure issue. The Chief Executive said that the report would be circulated to all Members of the Committee. Welsh Government plans to adopt the bridge as part of the trunk road network would remove any future maintenance liability on the Council.

Councillors Heesom and McGuill welcomed the recent portfolio budget workshops which had been requested by Members. The Chief Executive thanked the Corporate Finance Manager and his team for their input, and advised that work was underway on the list of specific issues identified at the workshops which would be circulated to all Members.

RESOLVED:

That the report be noted.

48. FORWARD WORK PROGRAMME

In presenting the current Forward Work Programme for consideration, the Democratic Services Manager advised that some items had been deferred from this meeting due to officers' involvement in preparing the materials used for the budget workshops.

The two actions from the September meeting on performance data and spreadsheet mapping would be scheduled for the next meeting.

In response to a question from Councillor McGuill, the Democratic Services Manager agreed to provide Members with contact details of the ICT team to assist with iPad issues. Councillor Mullin gave a reminder that ICT support was available upon request.

RESOLVED:

- (a) That the Forward Work Programme, as amended, be approved; and
- (b) That the Democratic Services Manager, in consultation with the Committee Chairman, be authorised to vary the Forward Work Programme between meetings, as the need arises.

49. LATEST POSITION ON THE WELSH AND UK GOVERNMENT BUDGETS AND PLANNING THE LOCAL BUDGET 2019/20

The Chief Executive provided a verbal update on the latest financial position following the Welsh Government (WG) announcement on the Local Government Provisional Settlement for 2019/20 which was subject to formal consultation. Prior to the final Settlement expected on 19 December, the Chancellor's Autumn Budget Announcement on 29 October would be crucial in establishing any consequential for Wales. This was due to the commitment given by WG that any positive new movements (for example, extra funding for education and social care) would be prioritised for local government in recognition of the additional allocation already prioritised for the Health sector.

On the Provisional Settlement figure, the Chief Executive said that in addition to Flintshire being a low-funded council, distribution variances meant that it was one of three North Wales authorities receiving the maximum reduction of 1%, which

equated to a loss of £1.9m to Flintshire (including the unfunded annual teachers' pay award).

As one of the significant risks at UK level, confirmation was awaited from WG on how additional costs for teacher pensions employer contributions would be funded. For Flintshire, this was potentially a £3.5m additional risk in-year. A decision was to be made by Cabinet on implementation of the teachers' pay award in-year for which Flintshire was yet to receive its £0.409m allocation from WG which amounted to half of the total. Representations had been made that the Settlement did not include additionality for 2019/20 which reflected a further pressure of at least £1.3m.

The Welsh Local Government Association (WLGA) had made its collective evidenced case for WG to improve the Settlement position whilst it had flexibility within its budgets at this stage. As part of continued extensive campaigning, concerns were being raised about the impact of inadequate social care funding upon Health as the two areas should be considered alongside each other. Following previous discussions, it was suggested that Members defer any further actions until after the impact of the Chancellor's Statement could be established.

On the uncertainty around specific grants, the Corporate Finance Manager advised that more detail on the WG announcement of an additional £30m for social care and £15m for education was awaited.

Councillor Heesom raised strong concerns about the adequacy of the Medium Term Financial Strategy and portfolio structuring to improve the Council's financial position. He said that services were under significant pressure and could not be delivered in the current framework. He went on to question the Council's response to a series of recommendations within a report which had been shared.

On the latter point, the Chief Executive explained the background to the report by a finance professional commissioned by the Council with WLGA funding in response to the Council's offer to share its strategies and risks to support the case for fairer funding. The findings had validated many issues raised by the Council and demonstrated the lack of solutions beyond those already identified. The report had been referenced previously in advocating changes to the Minimum Revenue Provision policy. Officers agreed to circulate the report and accompanying action plan to Members.

In response to the other comments, the Chief Executive gave a reminder of key responsibilities in setting the budget and described the severe scale of the financial challenge. A high level of information had been shared at the recent budget workshops to help Members understand risks and resilience, and officers had given an undertaking to explore further areas identified. Whilst no new proposals to address the budget gap had come forward at the workshops, Members were able to put forward any new options at any stage.

Councillor Mullin gave a reminder that all councils were in a similar financial position and that the WAO had acknowledged Flintshire as well financially managed. He referred to the achievements in Flintshire on implementing a leaner

management structure as well as successes in Alternative Delivery Models, Community Asset Transfers and Council house building.

In response to comments on reserves, the Corporate Finance Manager gave a reminder of the need to set aside adequate levels to deal with any in-year tolerances including investment to achieve efficiencies and meeting unforeseen pay awards. He gave an update on the projected year end balance for contingency reserves, as reported under the next agenda item.

Councillor Jones said it was important that Overview & Scrutiny Members were able to challenge information as part of their role. In referring to the disparity in funding allocation between local government and Health, he said that WG should recognise the need for Health and social care to work together as each supports the other. He cited Out of County Placements as an area of risk on which councils had no control and therefore should be nationally funded. The Chief Executive said that the WLGA had opted to include this as part of social care pressures in its representations to WG, rather than a specific fund.

Following a query by Councillor McGuill on monitoring cost-effectiveness within the Council, the Chief Executive said that any suggestions should be raised directly with officers.

In response to comments from Councillor Johnson on Member input to the budget process, the Chief Executive clarified that Members were able to put forward new proposals at any stage without reversing decisions already made.

RESOLVED:

- (a) That the verbal update be noted; and
- (b) That the Cabinet Member and officers be thanked for their open contributions.

50. REVENUE BUDGET MONITORING 2018/19 MONTH 5

The Corporate Finance Manager presented a report on the revenue budget monitoring position for 2018/19 as at month 5 for the Council Fund and Housing Revenue Account (HRA), prior to consideration by Cabinet.

On the Council Fund, the operating deficit had been reduced to £0.303m from £0.660m the previous month. On the projected position of portfolios, the in-year overspend on Out of County Placements was mainly offset by a significant underspend in Central and Corporate Finance.

It was currently estimated that 97% of overall planned efficiencies would be achieved by year end.

Amongst the tracked risks, an amount of £0.015m was recommended to be met from contingency reserves as the Council's minimum contribution towards legal costs for the independent national inquiry into Child Sexual Abuse.

Attention was drawn to the significant pressures on schools arising from the teacher and non-teacher pay awards which were not known at the time of budget-setting. As mentioned under the previous item, anticipated changes to teachers' pensions would result in an increase to employer contribution rates.

A summary of earmarked reserves reflected a year on year decrease with the total year-end projection at £11.101m.

On the HRA, in-year spend was projected to be £0.067m lower than budget, leaving a year end balance of £1.165m which was above the recommended minimum level.

On earmarked reserves, the Chairman asked if the name of Flintshire Enterprise Ltd could be changed as it no longer existed. Officers agreed to look into this.

Councillor Heesom remarked on changes in the budget for Streetscene & Transportation and in particular for school transport. The Chief Executive said that a forthcoming report to Cabinet would address unresolved issues considered by Overview & Scrutiny earlier in the year.

Councillor Jones referred to income from car parking charges which had not met its target projection and asked if this could be reviewed given the significant impact on town centre traders who were already struggling due to reduced footfall. He said that the Council could do more to promote and support town centre regeneration, as many people were choosing alternative ways of shopping such as Broughton Park where there were no charges. Other Members spoke in support of this view.

Councillor Mullin said that the viability of town centres was a nationwide problem due to a shift in the way that people chose to shop.

The Chief Executive said that there were a number of contributing factors to this shortfall in projected income including the delayed implementation of charges in Flint. More detail would be submitted to Cabinet in December as part of a mid-year review of the Car Parking Strategy.

During the discussion, reference was made to different approaches to town centre regeneration. Councillor Johnson spoke about improvements in Holywell town centre which had been shortlisted in the Great British High Street Awards. He said that accessibility of high streets included reviewing parking provision, however it was acknowledged that each town centre was different.

RESOLVED:

That the Revenue Budget Monitoring report for Month 5 be noted and that the following issues be brought to the Cabinet's attention as areas for concern:

- Shortfall in car park income;
- The impact of those charges on town centre regeneration to form part of the review of the Strategy in December;
- The ongoing 'drift' in the Streetscene & Transportation budget between budgeted and actual costs, particularly on transport solutions.

51. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10am and ended at 11.55am)

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Chairman



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 th November 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	That the action tracking progress report be noted.
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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 for the officers. 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	The action tracking schedule is updated after each meeting of the committee, with those actions which have been concluded being taken off.

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	Action owners are contacted to provide an update on their actions.

4.00	RISK MANAGEMENT
4.01	Not applicable.

5.00	APPENDICES
5.01	Appendix 1 – Corporate Resources Overview & Scrutiny 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.

November 2018 Action Tracking Appendix

Meeting	Agenda item	Action Required	Responsible Officer(s)	Action taken	Timescale
14.06.18	4. Year End Council Plan report monitoring	Cllr Richard Jones to share his list of concerns about Appendix 2.	Karen Armstrong	Awaiting list of concerns.	Before 12 th July meeting
12.07.18	8. Strategic Equality Plan Annual Report 2016/18 Welsh Language Annual Monitoring Report 2017/18	The Council's staff Welsh language survey be extended to members.	Robert Robins	Survey was adapted and circulated in September	63 responses received by 29 th October.
12.07.18	7. Revenue budget Monitoring 2018/19 (Interim)	Cllr R Jones reiterated previous comments for a central pool of out of county funding for Welsh councils. Possible letter to be sent after second budget workshop.	Robert Robins	Not discussed at the workshop. Possible issue for future consideration.	Not determined
20.09.18	6. Council Plan 2018/19 – Changes from 2017/18	Full range of performance measures to each O&SC to enable selection of areas of regular reporting. Cllr R Jones asked for a spreadsheet budgets, governance, performance etc. and how they work together.	Karen Armstrong	Incorporated within the Council Plan Quarters 1 and 2 report	15 November CRO&SC meeting
20.09.18	4. Forward Work Programme	The Growth Bid item to be scheduled for 15/11/18. The draft proposition document to be shared with all Members following the regional meeting. Item on officers' responses to	Chief Executive Robert Robins Robert	This item was submitted to Council on 23 rd October.	15 th November meeting To be determined.

		Members to be scheduled when work has been completed.	Robins		
Meeting	Agenda item	Action Required	Responsible Officer(s)	Action taken	Timescale
18.10.18	4. Action tracking	Request for circulation of the Flintshire Bridge report reiterated.	Robert Robins	Report circulated 18 th October.	Immediate
18.10.18	5. FWP	Details of I pad help to be circulated to members	Robert Robins	Circulated 29 th October	By 15 th November
18.10.18	6. Welsh and UK Government Budgets and Planning the local budget for 2019/20	That the Alan Gay paper be circulated to all members of the committee	Chief Executive	Circulated 8 th November	By 15 th November
18.10.18	7. 2018/19 revenue budget Monitoring Report M5	In the list of ear marked reserves on page 33 of the report, the reference to Flintshire Enterprise Ltd should be amended as it no longer exists	Gary Ferguson	The title for this reserve has been changed to 'Enterprise Centres'	By 15 th November



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 15 th November, 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
Early December 2018	All Member budget meeting – to be held in the Council Chamber and webcast.		
Thursday, 13 th December 2018 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Workforce Quarter 2	Quarterly monitoring	Sharon Carney
	Revenue Budget Monitoring 2018/19 Month 7	Monthly/quarterly monitoring	Sara Dulson
	Welsh Language Strategy	To note and support the final draft of the Welsh Language Strategy incorporating feedback from consultation.	Fiona Mocko
	Public Services Board and Well Being Plan – mid-year review	To note and support the work of the Public Services Board and the progress made within the Wellbeing plan	Karen Armstrong
	Diversity and Equality Policy	To approve the Council's updated Diversity & Equality Policy	Karen Armstrong/ Fiona Mocko
	Council Plan – Mid year monitoring report	Monitoring	Karen Armstrong
Thursday, 17 th January 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Revenue Budget Monitoring 2018/19 Month 8	Monthly/quarterly monitoring	Sara Dulson

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

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Thursday, 14 th February 2019 10am	Action tracking Forward Work programme Workforce Quarter 3 Revenue Budget Monitoring 2018/19 Month 9 and capital Programme 2018/19 Month 9	Progress chasing Approval Monitoring Monthly/quarterly monitoring	Robert Robins Sharon Carney Sara Dulson
Thursday, 14 th March 2019 10am	Action tracking Forward Work programme Council Plan Quarter 3 Revenue Budget Monitoring 2018/19 Month 10	Progress chasing Approval Monitoring Monthly/quarterly monitoring	Robert Robins Karen Armstrong Sara Dulson
Thursday, 11 th April 2019 10am	Action tracking Forward Work programme Revenue Budget Monitoring 2018/19 Month 11	Progress chasing Approval Monthly/quarterly monitoring	Robert Robins Sara Dulson

Items to be scheduled

Issue	Date identified	Reporting officer



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	15 November 2018
Report Subject	Budget 2019/20 – Stage 1 Proposals – Corporate Finance
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

The annual budget is developed in three stages. Stage 1 covers corporate finance and the costs of the whole organisation. Stage 2 covers the service portfolios. Stage 3 covers engagement with the Welsh Government on the Local Government Settlement and national financial support and solutions.

This report is one of a series of reports and presents the work on Stage 1 which has been concluded.

RECOMMENDATIONS

1	That the Committee supports the Stage 1 budget proposals for recommendation to Cabinet and Council.
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REPORT DETAILS

1.00	EXPLAINING THE FINANCIAL FORECAST AND STAGE ONE BUDGET PROPOSALS
1.01	A report to Cabinet in April provided the first detailed overview of the financial forecast for 2019/20. At that stage the projected budget gap stood at £12.2m. This was reduced to £10.6m when taking account of the earlier accounting policy change for the Minimum Revenue Provision (MRP) and the impact of the stepped annual increase in the charging cap for domiciliary care services (set by Welsh Government).
1.02	Member briefing workshops were held throughout the summer with updates given on the latest local financial forecast in the context of the developing national budget position. A report to Cabinet on 25 September provided an update on the financial forecast for 2019/20 which showed a projected budget gap of £13.7m.
1.03	The Welsh Local Government Provisional Settlement was announced on 9 October and illustrated a 1% reduction in funding for the Council. The Settlement, unless changed, will have a negative impact on the budget forecast and will widen the funding 'gap'. A full update on the national position will be given in a presentation at the meeting.
1.04	The Council has a staged approach to setting the annual budget – an approach supported and strengthened through the process review undertaken by the Constitution Committee earlier this year. The annual budget is developed in three stages. Stage 1 covers corporate finance and the costs of the whole organisation. Stage 2 covers the service portfolios. Stage 3 covers engagement with the Welsh Government on the Local Government Settlement and national support. This report is one of a series of reports and presents the work on Stage 1 which has been concluded. Each of the proposals is supported by a method statement. The set of method statements is attached to the report. Council will receive the recommendations of Cabinet for Stage 1 of the 2019/20 budget at its November meeting. The comments of this Committee will be reported to Cabinet for it to consider as it makes its recommendations.
	Stage 1 Budget – Corporate Finance
1.05	<p>Local Taxation/Income</p> <p><u>Council Tax Rise at 4.5% (£3.635m) (Net of CTRS Pressure)</u></p> <p>At this stage a minimum Council Tax rise of 4.5% is included for illustrative purposes. Based on current funding projections a higher increase will be required. Council Tax will be set at the final stage of setting the budget and will be a whole Council decision.</p>

	<p><u>New Income Streams (£0.100m)</u></p> <p>The target for increasing income from fees and charges will be raised and is based on work across service portfolios in support of the adopted corporate Income Generation Policy.</p>
1.06	<p>Cost Pressure Management</p> <p><u>Management of workforce and inflation cost pressures (£1.144m)</u></p> <p>A reduction in provision for inflation (£0.144m) based on a risk assessment, and reductions in employer pension contributions (£0.600m) and pension auto-enrolment employer pension contributions (£0.400m) based on workforce size and pension enrolment trends.</p> <p><u>Reduction of workforce costs through a review of terms and conditions (£0.250m)</u></p> <p>A reduction in employer costs based on reviews of eligibility for essential car user allowances and a realignment of casual and essential user mileage budgets, and the introduction of a salary sacrifice scheme to encourage employees to increase their pension contributions through Additional Voluntary Contributions (AVS's).</p>
1.07	<p>Reserves and Balances</p> <p><u>Use of new reserves (£1.900m)</u></p> <p>The Council has used reserves as a temporary way of balancing the budget in recent years. As part of the 2019/20 strategy further use of reserves is being recommended utilising the backdated VAT rebate sum of £1.9m for leisure centre services reported previously.</p>
1.08	<p>Corporate - Organisational</p> <p><u>Final phase of reductions in ADM subsidies (£0.400m)</u></p> <p>The reductions in Council subsidy for the final year of the three-year tapering agreements with Newydd and Aura.</p> <p><u>Reduction in corporate management posts (£0.250m)</u></p> <p>A reduction in the size of the Chief Officer Team and the supporting Executive Office.</p> <p><u>Housing Revenue Account (HRA) - Council Fund recharges (£0.158m)</u></p> <p>A review of recharges for Council services provided to the Housing Revenue Account has been completed with a rebalancing of charges for professional and management services.</p>

	<p><u>School Transport (£0.100m)</u></p> <p>A reduction in the costs of school transport based on reports considered and approved by Overview and Scrutiny and Cabinet.</p> <p>Total Corporate Solutions for Stage 1:-</p> <p>£7.937m (£4.302m excluding any Council Tax rise)</p>
1.09	<p>Budget Process and Timeline</p> <p>The presentation at the meeting will detail the national and local budget processes and timetables.</p>

2.00	RESOURCE IMPLICATIONS
2.01	As set out in the report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Consultation on the budget is continuous and involved members, the workforce, partners and stakeholders, and trade unions.

4.00	RISK MANAGEMENT
4.01	As set out in the report and the supporting appendices.

5.00	APPENDICES
5.01	Appendix 1 – Method Statements for Corporate Stage 1 Proposals

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS AND CONTACT DETAILS
6.01	<p>Previous reports to Cabinet and Overview and Scrutiny Committees Member Workshop Supporting Papers:13 and 23 July 2018 and 18 September 2018</p> <p>Contact Officer: Gary Ferguson, Corporate Finance Manager Telephone: (01352) 702271 E-mail: gary.ferguson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Annual Settlement: the amount of its funds the Welsh Government will allocate annually to local government as a whole, as part of its total budget and to individual councils one by one. The amount of Revenue Support Grant each council will receive is based on a complex distribution formula for awarding Aggregate External Finance (AEF). The formula is underpinned by assessments of local need based, for example of population size and demographics and levels of social deprivation.</p> <p>Financial Year: the period of 12 months commencing on 1 April each year.</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>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>


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Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.4	Date: 05/11/2018
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Section A: Impact				
A	Portfolio	Corporate		
B	Service	Revenues		
C	Service Type			
D	Efficiency Title	<i>Council Tax Increase of 4.5% (net of CTRS pressure)</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	N/A
G	Original Budget in Current Year (18/19) relating to this Efficiency	£75.172m	H Efficiency	£3,634,770
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	None
K	Implementation Costs	£0	L Budget Code	None
M	Sources	<input type="checkbox"/> Revenue	N If capital is this included within the current capital programme?	Y / N If no – completed Attach link
O	Impact Assessment Completed?	No		

Appendix 1, Modelling : Method Statement – Efficiency Savings

Section B : Reason								
P	Category for Efficiency: Please Tick	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details	
	Please Tick			x				
Q	One off or Reoccurring Efficiency	<input type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £3,634,770	20/21 £3,634,770	21/22 £3,634,770
S	<p>For Categories 1-7 provide / attach evidence to support category of Efficiency</p> <p><i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i></p>	<p>The efficiency is due to an increase in charge for Council tax in 2019/20, using a latest projected Tax Base of 64,317 band D equivalent properties (as at 31/10/2018) and this has been modelled on 4.5% increase in the level of charges.</p> <p>The Tax Base for 2019/20 (see cell C4, i.e. 64,752 band D equivalent properties using a recent snapshot of the actual Tax Base) also assumes an additional 280 Band D equivalent properties as new builds and this is consistent with the volumes of new builds currently taking place across Flintshire.</p> <p>$64,752 + 280 = 65,032 * 98.9\% = 64,317$ band D equivalents (rounded)</p> <p>The financial impact also takes into account the net effect of the increased council tax yield after a projected CTRS budget pressure of £341,120 associated with a 4.5% increase in the level of charges and a 1.5% projected reduction in CTRS expenditure.</p> <p>T:\DATA\My Excel Docs\COUNCIL TAX CHARGES AND BASE\Council Tax Increase - Impact Assessments 19-20.xlsx</p> <div style="text-align: center;">  Tax Base for 2019-20.prt </div>						
Section C : Methodology								
T	<p>Methodology of Calculation</p> <p>State the basis of calculation.</p>	<p>The calculation uses:</p> <ul style="list-style-type: none"> the latest data available on the current level of the Tax Base for 2018-19 (as at 31/10/2018) 						

Appendix 1, Modelling : Method Statement – Efficiency Savings

	<p>E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation</p> <p>Include assumptions regarding demand. Cross reference to forecasting model if appropriate</p>	<ul style="list-style-type: none"> that the collection rate is reduced from 99.0% to 98.9% in view of WG announcements to end committal as a recovery tool very latest projections of 280 new builds at Band D equivalent are added to the calculations to reflect the growth of domestic properties as a result of new buildings/developments 				
U	Please state any assumptions made in this calculation					
V	Any further resources implications / impact on other service areas	The financial implications take into account the consequential impact that a 4.5% increase in Council Tax will have on the Council Tax Reduction scheme, the associated cost of running the scheme and the additional budget pressure of CTRS of £341,120				
W	<p>Trend Analysis to support future efficiency</p> <p>If included within forecasting model – please attach</p>					
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>	System Tax Base Reports – as at 31/10/2018			
		<input type="checkbox"/> Actual Figures for the Tax Base but estimated figures for the CTRS consequential of £341,120	Y Confirm source of figures	Completed	AA Confirm when actual figures will be available	2019/20
		AB If estimated give assessment of financial robustness	1 - high	2	3	

Appendix 1, Modelling : Method Statement – Efficiency Savings

Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager	David Barnes	6/6/2018	1.2 (26/9/18)	Revision to take account of latest Tax Base report	
				1.3 (1/11/18)	Revision to take account of : 1) final Tax Base as at 31/10/18 2) revision in assumed collection rate of 98.9% 3) Consequential financial impact of CTRS budget pressure	
AD	Chief Officer					
AE	Finance Challenge	Sara Dulson	28/9/18	1.3 (V4) 5/11/18		
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					
AH	Portfolio Member Informed					

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.2	Date: 02/11/18
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Section A: Impact				
A	Portfolio	People and Resources		
B	Service	Corporate		
C	Service Type	Corporate Finance		
D	Efficiency Title	<i>Corporate Cost Pressure Reductions</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	Various
G	Original Budget in Current Year (18/19) relating to this Efficiency	£0.559m – Auto enrolment £0.331m – Non Pay Inflation £0.822m – Pension contributions		H Efficiency £1.144m
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	Not applicable – reduction of budgeted costs
K	Implementation Costs	£0	L Budget Code	N/A
M	Sources	<input type="checkbox"/> Revenue <input type="checkbox"/> Capital	N If capital is this included within the current capital programme?	Y / N If no – completed <i>Attach link</i>
O	Impact Assessment Completed?	Y/N N		

Appendix 1, Modelling : Method Statement – Efficiency Savings

Section B : Reason									
P	Category for Efficiency: Please Tick	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details		
Q	One off or Reoccurring Efficiency	<input type="checkbox"/> Recurring Efficiency	R If reoccurring, state financial impact for the next three years			19/20 £1.144m	20/21 £1.144m	21/22 £1.144m	
S	<p>For Categories 1-7 provide / attach evidence to support category of Efficiency</p> <p><i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i></p>	<p>The corporate cost pressures are held within the Central and Corporate Finance budget. These include pressures for Auto enrolment, Non Pay inflation and contributions to the pension fund.</p>							
Section C : Methodology									
T	<p>Methodology of Calculation</p> <p style="color: red;">State the basis of calculation.</p> <p style="color: red;">E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation</p> <p style="color: red;">Include assumptions regarding demand. Cross reference to forecasting model if appropriate</p>	<p>Inflation – Unused inflation in 17/18 of £0.144m</p> <p>Auto – enrolment – Reduction in pressure on budget of £0.559m due to impact being less than originally forecast. Still subject to monthly changes as assessment of eligibility depends on hours worked in an initial month. Initial projections highlighted a potential underspend of £0.200m which formed part of the original efficiency put forward. A half year review of this pressure indicates that based on current information and if no further pressures emerge from new joiners to the pension scheme, a further £0.200m is available to release as an efficiency making the overall efficiency £0.400m.</p> <p>Pension deficit recovery – initial indications are that there is a potential efficiency. More work is needed to fully understand the full year effect of Aura and Newydd transferring out and this will be assessed further into the year, however initial indications suggest £0.200m is a reasonable figure to include at this stage. A detailed review has been undertaken on this area to analyse the reasons for the positive position. The main reasons are due to surplus budget from previous Actuarial Valuations which is not required due to changes in operating models and staffing, retrieval of budget from areas where staff have opted out, and more significantly, over recovery of the deficit which is due to the higher level of pay award (2+%) than taken into account at the last Actuarial Review. This has provided the Council with a positive variance on this account and the £0.200m originally identified can be increased by an additional £0.400m making the overall efficiency £0.600m.</p>							

Appendix 1, Modelling : Method Statement – Efficiency Savings

U	Please state any assumptions made in this calculation	As above				
V	Any further resources implications / impact on other service areas	No				
W	Trend Analysis to support future efficiency If included within forecasting model – please attach					
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>	Y Confirm source of figures	As stated above and highlighted as part of monitoring of the Central and Corporate finance code		
		<input type="checkbox"/> Estimated Figures	Z If estimated ensure you assumptions are completed	Yes	AA Confirm when actual figures will be available	Not until the end of 18/19 however the estimate can be refined Sept 18
		AB If estimated give assessment of financial robustness	1	2	3	
Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager	Gary Ferguson	2/11/18	1.2		
AD	Chief Officer					
AE	Finance Challenge	Sara Dulson	2/11/18	1.2		
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					

Appendix 1, Modelling : Method Statement – Efficiency Savings

AH	Portfolio Member Informed					
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Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.1	Date: 31/5/18
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Section A: Impact				
A	Portfolio	Corporate		
B	Service	Various		
C	Service Type			
D	Efficiency Title	<i>Workforce Cost reduction</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	Various
G	Original Budget in Current Year (18/19) relating to this Efficiency	£833k for Mileage £732k for ECU allowance		H Efficiency £0.250m
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	ECU is part of annual review and mileage budget is surplus requirement. Publication of salary sacrifice can be done in house via infonet.
K	Implementation Costs	£0	L Budget Code	N/A
M	Sources	<input type="checkbox"/> Revenue	N If capital is this included within the current capital programme?	Y / N If no – completed Attach link
O	Impact Assessment Completed?	Y/N N		

Appendix 1, Modelling : Method Statement – Efficiency Savings

Section B : Reason									
P	Category for Efficiency:	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details		
	Please Tick				x				
Q	One off or Reoccurring Efficiency	<input type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £0.250m	20/21 £0.250m	21/22 £0.250m	
S	<p>For Categories 1-7 provide / attach evidence to support category of Efficiency</p> <p><i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i></p>	<p>The efficiency relates to a reduction in workforce cost budgets as a result of the annual review of eligibility for the Essential Car allowance scheme, reduction in mileage claimed and the promotion of salary sacrifice scheme for AVC contributions to the pension scheme.</p>							
Section C : Methodology									
T	<p>Methodology of Calculation</p> <p style="color: red;">State the basis of calculation.</p> <p style="color: red;">E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation</p> <p style="color: red;">Include assumptions regarding demand. Cross reference to forecasting model if appropriate</p>	<p>Essential Car User allowance figure – 51 employees identified at last review (Nov 17) as being ineligible for ECU allowance with savings in region of £51k. Review is annual so a further review will be undertaken in 2018.</p> <p>Mileage usage – based on 18/19 budget and 17/18 actual a saving of up to £80k could be achieved. Some realignment of budget between casual and essential would be required.</p> <p>Introduction of a salary sacrifice scheme for employees paying in AVC's which would give tax relief to the employee and generate a saving on employers NI.</p> <p>Papers attached give further details:</p> <p>..\\..\\..\\FCC_Filesahre_05\\CTAC\\SHARED\\Budget\\1920\\workforce options 19.20 v2.docx</p> <p>..\\..\\..\\FCC_Filesahre_05\\CTAC\\SHARED\\Budget\\1920\\Method Statements\\Essential Mileage.xlsx</p> <p>..\\..\\..\\FCC_Filesahre_05\\CTAC\\SHARED\\Budget\\1920\\Method Statements\\Casual Mileage.xlsx</p>							

Appendix 1, Modelling : Method Statement – Efficiency Savings

U	Please state any assumptions made in this calculation	The paper on workforce options has a range up to £240k however there will be further review of ECU allowance in the year.				
V	Any further resources implications / impact on other service areas	None				
W	Trend Analysis to support future efficiency If included within forecasting model – please attach					
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>	Y Confirm source of figures	Mileage figures as per ledger ECU figures as per HR Salary sacrifice figures as per HR		
		<input type="checkbox"/> Estimated Figures	Z If estimated ensure you assumptions are completed		AA Confirm when actual figures will be available	19/20 financial year
		AB If estimated give assessment of financial robustness	1	2 - estimated but mileage should be robust	3	
Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager	Gary Ferguson	30/9/18			
AD	Chief Officer					
AE	Finance Challenge	Sara Dulson	30/9/18			
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					

Appendix 1, Modelling : Method Statement – Efficiency Savings

AH	Portfolio Member Informed					
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Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.1	Date: 20/08/18
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Section A: Impact				
A	Portfolio	Corporate		
B	Service	Corporate Finance		
C	Service Type	Central and Corporate		
D	Efficiency Title	<i>Use of Reserves 19.20</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	N/A
G	Original Budget in Current Year (18/19) relating to this Efficiency	£N/A		H Efficiency £1,900,000
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	Use of reserves only
K	Implementation Costs	£	L Budget Code	N/A
M	Sources	<input type="checkbox"/> Revenue <input type="checkbox"/> Capital	N If capital is this included within the current capital programme?	Y / N If no – completed Attach link
O	Impact Assessment Completed?	Y/N N		

Appendix 1, Modelling : Method Statement – Efficiency Savings

Section B : Reason								
P	Category for Efficiency: Please Tick	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details	
Q	One off or Reoccurring Efficiency	<input type="checkbox"/> One off Efficiency <input type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £1,900,000	20/21 £0	21/22 £0
S	For Categories 1-7 provide / attach evidence to support category of Efficiency <i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i>	For the past few years the Council has used reserves as a temporary way of balancing the budget and meeting the gap between income from government grant and Council tax. As part of the 2019/20 strategy further use of reserves is being considered with the use of additional one off windfall income from a VAT rebate as detailed in Section C, which will increase the amount of useable reserves, being used.						
Section C : Methodology								
T	Methodology of Calculation State the basis of calculation. E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation Include assumptions regarding demand. Cross reference to forecasting model if appropriate	Briefing note VAT and Leisure Services. Background Local Authorities have in the past charged VAT on sporting activities such as the use of swimming pools and gymnasia. As a result of a case brought by the London Borough of Ealing, the European Court of Justice ruled in July 2017 that in fact such activities when supplied by Local Authorities should be exempt from VAT. HMRC accepted the ruling and as a result Local Authorities are able to recover VAT incorrectly charged on the activities. Price Waterhouse Coopers (PWC) acted on behalf of Ealing, and Flintshire County Council engaged with them during the process. Information on the amount of VAT involved was collected and sent to PWC, showing how much VAT could be reclaimed by Flintshire from July 2012 (the earliest date which VAT can be reclaimed from in						

Appendix 1, Modelling : Method Statement – Efficiency Savings

		<p>this case) and August 2017, the point at which the leisure service began to be delivered by AURA. This was in two tranches, the first being up to March 2015 and the second to August 2017.</p> <p>In total the amount of VAT reclaimed is £1,947,798.</p>				
U	Please state any assumptions made in this calculation	See above				
V	Any further resources implications / impact on other service areas	None				
W	<p>Trend Analysis to support future efficiency</p> <p style="color: red;">If included within forecasting model – please attach</p>	N/A – one off				
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>		Figures as per briefing note confirmed by PWC and HMRC.		
		<input type="checkbox"/> Actual Figures	Y Confirm source of figures			
		<input type="checkbox"/> Estimated Figures	Z If estimated ensure you assumptions are completed		AA Confirm when actual figures will be available	
	AB If estimated give assessment of financial robustness	1		2	3	
Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager	Gary Ferguson	20/8/18			

Appendix 1, Modelling : Method Statement – Efficiency Savings

AD	Chief Officer					
AE	Finance Challenge	Sara Dulson	20/8/18			
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					
AH	Portfolio Member Informed					

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1	No: 1.1	06/06/18
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Section A: Impact			
A	Portfolio	Organisational Change 1	
B	Service	Organisational Change	
C	Service Type	Leisure - AURA	
D	Efficiency Title	9% Reduction in FCC subsidy	
E	Efficiency to occur in Financial Year	2019/20	F Budget Code
G	Original Budget in Current Year (18/19) relating to this Efficiency	£3,773,704	H Efficiency
			£337,400
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:
K	Implementation Costs	N/A	L Budget Code
M	Sources	<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital	N If capital is this included within the current capital programme?
			Y / N If no – completed <i>Attach link</i>
O	Impact Assessment Completed?	N	
Section B : Reason			

Appendix 1, Modelling : Method Statement – Efficiency Savings

P	Category for Efficiency: <div style="text-align: right;">Please Tick</div>	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details	
					X			
Q	One off or Reoccurring Efficiency <input type="checkbox"/> One off Efficiency <input checked="" type="checkbox"/> Recurring Efficiency	R If reoccurring, state financial impact for the next three years			19/20 £337,400	20/21 £337,400	21/22 £337,400	
S	For Categories 1-7 provide / attach evidence to support category of Efficiency <i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i>							
Section C : Methodology								
T	Methodology of Calculation State the basis of calculation. E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation Include assumptions regarding demand. Cross reference to forecasting model if appropriate	Breakdown not for inclusion in the legals Funding Agreement Pension Deficit Buckley NNDR budget to transfer Museum Warden Repairs and Maintenance Accounting technician Proposed Efficiencies in AURA Business Plan 1% Inflationary increase SLA including inflation MTFs efficiency	Full Year 2017/18 £ 4,533,828 £ (495,223) £ 8,391 £ 20,666 £ 40,746 £ 43,949 £ - £ 4,152,357 £ 4,152,357	Sept - Mar '2017/18 £ 2,644,733 £ (288,880) £ 4,895 £ 12,055 £ 23,769 £ 25,637 £ - £ 2,422,208 £ - £ 37,363 £ 2,422,208 £ -	Full Year 2018/19 £ 4,152,357 £ - £ - £ - £ - £ - £ - £ (416,016) £ 3,736,341 £ 37,363 £ 3,773,704	Full Year 2019/20 £ 3,773,704 £ - £ - £ - £ - £ - £ (371,361) £ 3,402,343 £ 34,023 £ 3,436,367 £ (337,338)		

Appendix 1, Modelling : Method Statement – Efficiency Savings

U	Please state any assumptions made in this calculation	10% Efficiency agreed on transfer					
V	Any further resources implications / impact on other service areas						
W	Trend Analysis to support future efficiency If included within forecasting model – please attach						
Section D : Financial Analysis							
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>		Aura Business Plan			
		<input checked="" type="checkbox"/> Actual Figures <input type="checkbox"/> Estimated Figures	Y	Confirm source of figures			
			Z	If estimated ensure you assumptions are completed		AA	Confirm when actual figures will be available
	AB	If estimated give assessment of financial robustness	1	2	3		
Section E : Challenge							
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable	
AC	Service Manager						
AD	Chief Officer	Neal Cockerton	8/11/18				
AE	Finance Challenge	Emma Jamieson	8/11/18				
AF	Chief Officers Team						

Appendix 1, Modelling : Method Statement – Efficiency Savings

AG	Submit within Integrated Impact Assessment within CAMMS				
AH	Portfolio Member Informed				

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1	No: 1.1	06/06/18
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Section A: Impact				
A	Portfolio	Organisational Change 2		
B	Service	Organisational Change		
C	Service Type	Newydd Catering & Cleaning		
D	Efficiency Title	10% Reduction in FCC subsidy		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	UFJ1515731
G	Original Budget in Current Year (18/19) relating to this Efficiency	£742,937	H Efficiency	£61,400
I	Implementation Costs associated with this efficiency	If yes – completed below	J If no – provide a reason:	
K	Implementation Costs	N/A	L Budget Code	
M	Sources	<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital	N If capital is this included within the current capital programme?	Y / N If no – completed <i>Attach link</i>
O	Impact Assessment Completed?	N		
Section B : Reason				

Appendix 1, Modelling : Method Statement – Efficiency Savings

P	Category for Efficiency: Please Tick	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details	
					X			
Q	One off or Reoccurring Efficiency	<input type="checkbox"/> One off Efficiency <input checked="" type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £61,400	20/21 £55,192	21/22 £50,169
S	For Categories 1-7 provide / attach evidence to support category of Efficiency <i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i>				2019/20 Budget	2020/21 Budget	2021/22 Budget	
		SLA						
		MTPF			668,320	551,918	501,693	
		Inc. staffing budget for 17/18 uplift						
		add. pension cost 18.1%			(55,035)			
		Agreed efficiency Target 10% less inflation			(61,400)	(55,192)	(45,654)	
		SLA			551,918	501,693	456,039	
Section C : Methodology								
T	Methodology of Calculation State the basis of calculation. E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation Include assumptions regarding demand. Cross reference to forecasting model if appropriate							

Appendix 1, Modelling : Method Statement – Efficiency Savings

U	Please state any assumptions made in this calculation	10% reduction in the FCC subsidy as agreed on transfer					
V	Any further resources implications / impact on other service areas						
W	Trend Analysis to support future efficiency If included within forecasting model – please attach						
Section D : Financial Analysis							
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>	Y	Confirm source of figures			Aura Business Plan
		<input checked="" type="checkbox"/> Actual Figures	Z	If estimated ensure you assumptions are completed		AA	Confirm when actual figures will be available
		<input type="checkbox"/> Estimated Figures	AB	If estimated give assessment of financial robustness		1	2
Section E : Challenge							
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable	
AC	Service Manager						
AD	Chief Officer	Neal Cockerton	8/11/18				

Appendix 1, Modelling : Method Statement – Efficiency Savings

AE	Finance Challenge	Zoe Roberts	8/11/18			
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					
AH	Portfolio Member Informed					

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.1	Date: 03/10/2018
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Section A: Impact				
A	Portfolio	Chief Executives		
B	Service	Corporate Finance		
C	Service Type			
D	Efficiency Title	<i>HRA Support Services Recharge</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	GCG1157998
G	Original Budget in Current Year (18/19) relating to this Efficiency	£1,408,043	H Efficiency	£158,000
I	Implementation Costs associated with this efficiency	If yes – completed below No	J If no – provide a reason:	This efficiency relates to revised recharges to the HRA and will not incur any implementation costs.
K	Implementation Costs	£n/a	L Budget Code	n/a
M	Sources	<input checked="" type="checkbox"/> Revenue <input type="checkbox"/> Capital	N If capital is this included within the current capital programme?	Y / N If no – completed Attach link
O	Impact Assessment Completed?	No		

Appendix 1, Modelling : Method Statement – Efficiency Savings

Section B : Reason									
P	Category for Efficiency:	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details		
	Please Tick						✓ Revised allocation of Support Service costs to the HRA		
Q	One off or Reoccurring Efficiency	<input type="checkbox"/> One off Efficiency <input checked="" type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £158,000	20/21 £158,000	21/22 £158,000	
S	<p>For Categories 1-7 provide / attach evidence to support category of Efficiency</p> <p><i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i></p>	<p>A review has been undertaken on the HRA support service recharges following the consultation by Alan Gay. A further full detailed review will be undertaken in Mar 2019 as part of the year end support recharge work and the comparative data provided by Housemark of eligible cost recharges between the HRA and Council fund for all local stock owned Councils. Initial findings are detailed below.</p> <ul style="list-style-type: none"> Increase in Chief Officer time apportionment Increase in Personal Assistant time apportionment Multi-functional device (printer) recharges Postage recharges Call Centre Manager time apportionment Garden maintenance Fleet recharges Apportionment of professional support charges <p>L:\FCC_Files\share\Multipath\Housing & Assets Finance\HRA\Support Services\Housing Revenue Account Paper - Support Recharges.docx</p>							
Section C : Methodology									
T	<p>Methodology of Calculation</p> <p style="color: red;">State the basis of calculation.</p> <p style="color: red;">E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation</p>	<p>The calculation is based on 2019/20 salary costs and estimates for usage based on revised apportionments and up to date unit data.</p>							

Appendix 1, Modelling : Method Statement – Efficiency Savings

	Include assumptions regarding demand. Cross reference to forecasting model if appropriate						
U	Please state any assumptions made in this calculation	The assumption has been made that no double counting has taken place (e.g. nothing has been included in the Contact Centre efficiencies or Chief Executive efficiencies). This is still to be verified.					
V	Any further resources implications / impact on other service areas						
W	Trend Analysis to support future efficiency If included within forecasting model – please attach						
Section D : Financial Analysis							
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>		Confirmed			
		<input type="checkbox"/> Actual Figures	Y Confirm source of figures			AA Confirm when actual figures will be available	These will continue to be firmed up following review. No identified risk to current efficiency
		<input checked="" type="checkbox"/> Estimated Figures	Z If estimated ensure you assumptions are completed				
AB If estimated give assessment of financial robustness	1	2	3				
Section E : Challenge							
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable	
AC	Service Manager						
AD	Chief Officer	Neal Cockerton	28/9/18				

Appendix 1, Modelling : Method Statement – Efficiency Savings

AE	Finance Challenge	Rachael Corbelli	29/9/18			
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					
AH	Portfolio Member Informed					

Appendix 1, Modelling : Method Statement – Efficiency Savings

Version Control:	Stage: 1 / 2 / 3	No: 1.1	Date: 23/08/18
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Section A: Impact				
A	Portfolio	STREETSCENE & TRANSPORTATION		
B	Service	Transportation		
C	Service Type	Internal		
D	Efficiency Title	<i>Transport Historical Anomalies & Impact of Concessionary Fare Increase</i>		
E	Efficiency to occur in Financial Year	2019/20	F Budget Code	
G	Original Budget in Current Year (18/19) relating to this Efficiency	£0	H Efficiency	£0.100m
I	Implementation Costs associated with this efficiency		J no	Resources are already in place
K	Implementation Costs	£	L Budget Code	TLA
M	Sources	x Revenue	N If capital is this included within the current capital programme?	Y / N If no – completed <i>Attach link</i>
O	Impact Assessment Completed?	<u>Impact of Concessionary Fare Increase & Historical Anomalies – Service 9/X9</u> <u>Current Annual Costs</u>		

Appendix 1, Modelling : Method Statement – Efficiency Savings

Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
9/X9	98	91 (21 qualify)	£112,100.00	£231,357.00	£343,457.00	£25,218.00 (average)	£22,474.00 (average)	£295,765.00

Cabinet approval:

- Implementation from 1st October 2018 to withdraw the public transport service
- Implementation from 1st January 2019 to withdraw registered school bus at peak times
- Provide dedicated school buses for eligible pupils (will require notice to existing operator, Traffic Commissioner and re-procurement)
- Sell concessionary spare seats (on application) on the school buses to non-eligible pupils who were

Actual Costs April 2018-December 2018

Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
9/X9	98	91 (21 qualify)	£74,733.33	£115,678.51	£190,411.84	£16,812.00	£11,237.04	£162,362.80

Actual Costs January 2019-March 2019

2 x 53 seat coaches @ £40,000 per bus per annum / 3 months = £20,000.00

Local transport arrangements for Service 9/X9 withdrawal x 3 months = £6,250.00

Estimated take-up of concessionary spare seats @ 75% (53 pupils) x 1 term of £100.00 per pupil = £5,300.00 income

Total costs 2018/2019 = £183,312.80

Savings = £112,452.20

Appendix 1, Modelling : Method Statement – Efficiency Savings

Full year impact 2019-2020 (based on actuals)

2 x 53 seat coaches @ £40,000 per bus per annum = £80,000.00

Local transport arrangements for Service 9/X9 withdrawal = £25,000.00

Estimated take-up of concessionary spare seats @ 75% (53 pupils) x 3 terms of £100.00 per pupil = £15,900 income

Residual costs = £89,100.00

Overall savings year on year = £94,212.80

Impact of Concessionary Fare Increase & Historical Anomalies – Service S12 (Wepre – Connah’s Quay High School)

Current Annual Costs

Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
S12	78	75 (non-qualifying)	£31,350.00	£0.00	£31,350.00	£0.00 (Operator retains)	£0.00	£31,350.00

Cabinet approval:

- Undertake consultation on future provision of service with pupils and school to understand the demand and consider the following options:
 - Option 1)** Withdraw the service completely from 1st April 2019
 - Option 2)** Raise fares to cover full operating costs

Estimated costs April 2018-March 2019

Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
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Appendix 1, Modelling : Method Statement – Efficiency Savings

S12	78	75 (non-qualifying)	£31,350.00	£0.00	£31,350.00	£0.00 (Operator retains)	£0.00	£31,350.00
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Option 1 - Withdraw the service completely from 1st April 2019
 Saving = £31,350.00

Option 2 - Raise fares to cover full operating costs

Current fares: £1.00 per day per pupil

- a) Fare increase to £2.20 per day assuming that all 75 pupils continue to travel
 - 75% of pupils continue to travel = fare revenue £23,408 (shortfall of £7,942)
 - 50% of pupils continue to travel = fare revenue £15,844 (shortfall of £15,506)
- b) If only 75% of pupils continue to travel, fare increase would need to be to £3.00 per day
- c) If only 50% of pupils continue to travel fare increase would need to double to £4.40 per day

Impact of Concessionary Fare Increase & Historical Anomalies – Service SP1/SP2 (now re-numbered to 5/5A)

Current Annual Costs

Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
5/5A	98	85 (15 qualify)	£104,500.00	£96,464.00	£200,964.00	£0.00 (operator retains)	£0.00	£200,964.00

Cabinet approval:

- Public transport service will remain, as it operates on the core bus network
- Provide dedicated school buses for eligible pupils (will require notice to existing operator, Traffic Commissioner and re-procurement).
- Implementation from 1st January 2019

Appendix 1, Modelling : Method Statement – Efficiency Savings

- Sell concessionary spare seats (on application) on the school buses to non-eligible pupils who were enrolled at either Mold Alun, Ysgol Maes Garmon, Buckley Elfed High School up to and including Sept 2017.
- Phase out service over 5 year period
- Undertake consultation from 1st September 2018 to inform pupils / parents of intended withdrawal of the service.
- Undertake consultation with Buckley Elfed and Mold Alun High School - September 2018 (minimum 2 months' notice)

Actual Costs April 2018-December 2018

Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
5/5 A	98	85 (15 qualify)	£69,666.67	£64,309.33	£133,976.00	£0.00	£0.00	£133,976.00

Actual Costs January 2019-March 2019

2 x 53 seat coaches @ £40,000 per bus per annum / 3 months = £20,000.00

Estimated take-up of concessionary spare seats @ 75% (53 pupils) x 1 term of £100.00 per pupil = £5,300.00 income

Total costs 2018/2019 = £148,676.00

Savings = £52,288.00

Full year impact 2019-2020 (based on actuals)

Public transport service £96,464.00 per annum

2 x 53 seat coaches @ £40,000 per bus per annum = £80,000.00

Estimated take-up of concessionary spare seats @ 75% (53 pupils) x 3 terms of £100.00 per pupil = £15,900 income

Residual costs = £158,564.00

Increase from 18/19 to 19/20 = £9,888.00

Impact of Concessionary Fare Increase & Historical Anomalies – Service Z125 (Pentre Halkyn Windmill to Mold Campus)

Appendix 1, Modelling : Method Statement – Efficiency Savings

Current Annual Costs								
Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
Z125	74	70 (20 qualify)	£43,975.00	£0.00	£43,975.00	£0.00 (operator retains)	£0.00	£43,975.00
<p>Cabinet approval:</p> <ul style="list-style-type: none"> Provide dedicated school buses for eligible pupils (will require notice to existing operator, Traffic Commissioner and re-procurement). Implementation from 1st January 2019 Sell concessionary spare seats (on application) on the school bus to non-eligible pupils who were enrolled up to and including Sept 2017. Phase out service over 5 year period Undertake consultation from 1st September 2018 to inform pupils / parents of intended withdrawal of the service. Undertake consultation with Mold Alun High school - September 2018 (minimum 2 months' notice) 								
Actual Costs April 2018-December 2018								
Route	Vehicle Capacity	Estimated No. of Pupils	School Transport (Gross cost)	FCC public transport (Gross cost)	Gross Cost Total	Estimated Fare Revenue	Concessionary Fare Reimbursement	Estimated Net Cost
Z125	74	70 (20 qualify)	£29,316.67	£0.00	£29,316.67	£0.00	£0.00	£29,316.67
<p>Actual Costs January 2019-March 2019 1 x 74 seat double-decker @ £44,000 per bus per annum / 3 months = £11,000.00 Estimated take-up of concessionary spare seats @ 75% (38 pupils) x 1 term of £100.00 per pupil = £3,800.00 income</p>								
Total costs 2018/2019 = £36,516.67								

Appendix 1, Modelling : Method Statement – Efficiency Savings

		<p>Savings = £7,458.33</p> <p>Full year impact 2019-2020 (based on actuals) 1 x 74 seat double-decker @ £44,000 per bus per annum = £44,000.00 Estimated take-up of concessionary spare seats @ 75% (38 pupils) x 3 terms of £100.00 per pupil = £11,400 income Residual costs = £32,600.00 Estimated savings year on year = £3,916.67</p>								
Section B : Reason										
P	<p>Category for Efficiency:</p> <p style="text-align: right;">Please Tick</p>	1. Policy Reform	2. Service Reform	3. Income Generation	4. Efficiency Review	5. Pressure Reduction	6. Other Please provide details			
				x						
Q	<p>One off or Reoccurring Efficiency</p>	<input type="checkbox"/> One off Efficiency <input checked="" type="checkbox"/> Recurring Efficiency		R If reoccurring, state financial impact for the next three years		19/20 £0.100m	20/21 £0m	21/22 £0m		
S	<p>For Categories 1-7 provide / attach evidence to support category of Efficiency</p> <p><i>NB – Attach forecasting model if relevant or any other evidence to support the reason for Efficiency</i></p>	Re assessment of current provision leading to a reduction in a number of Public / Schools transport routes that are deemed to be outside 'normal service provision'.								
Section C : Methodology										
T	<p>Methodology of Calculation</p> <p style="color: red;">State the basis of calculation.</p>	<p>Impact of concessionary fare increase & historical anomalies</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; text-align: center;">Route</td> <td style="width: 33%; text-align: center;">18/19 revised costs</td> <td style="width: 33%; text-align: center;">19/20 full year costs</td> </tr> </table>						Route	18/19 revised costs	19/20 full year costs
Route	18/19 revised costs	19/20 full year costs								

Appendix 1, Modelling : Method Statement – Efficiency Savings

<p style="color: red; font-weight: bold;">E.g. pay – does it include current on costs / pays scale / period it applies to. If over 1 financial include estimate of pay increase (approx. 2%) and inflation</p> <p style="color: red; font-weight: bold;">Include assumptions regarding demand. Cross reference to forecasting model if appropriate</p>	9/X9	£183,312.80	£89,100.00
	S12	£31,350.00	£31,350.00*
	5/5A	£148,676.00	£158,564.00
	Z125	£36,516.67	£32,600.00
	Breakfast Club **	£34,865.00	£34,865.00
	Non-application of Policy	£10,000.00	£10,000.00
	FUSE Drama Group	£1,800.00	£0.00
	TOTAL	£446,520.47	£356,479.00
		<p>NB. Above figures take account of concessionary fare take-up of 75%</p> <p>* Figure assumes worst case scenario and zero cost recovery</p> <p>** Breakfast Club transport provision savings would not be achieved until 2020/2021 and 2022/2023 when the existing pupils are due to leave school</p> <p>Efficiency = £90,041.47</p> <p><u>Impact of concessionary fare increase on existing concessions</u></p> <p>Previous estimated income £165.00 per annum x 20 pupils = £3,300.00</p> <p>Estimated income £300.00 per annum x 20 pupils = £6,000.00</p> <p>Efficiency = £2,700.00</p> <p>Overall efficiency = <u>£92,741.47</u></p>	
U	<p>Please state any assumptions made in this calculation</p>		

Appendix 1, Modelling : Method Statement – Efficiency Savings

V	Any further resources implications / impact on other service areas					
W	Trend Analysis to support future efficiency If included within forecasting model – please attach					
Section D : Financial Analysis						
X	Actual or Estimated Figures used to Calculate Efficiency	<i>Delete where applicable</i>				
		<input type="checkbox"/> Actual Figures	Y Confirm source of figures			
		<input checked="" type="checkbox"/> Estimated Figures		Z If estimated ensure you assumptions are completed		AA Confirm when actual figures will be available
	AB If estimated give assessment of financial robustness	1				
Section E : Challenge						
		Name	Date	Version Reviewed	Comments	Further Action Required if Applicable
AC	Service Manager	K Wilby	24/09/18	1.1		
AD	Chief Officer	S Jones	24/09/18	1.1		
AE	Finance Challenge	D Ledsham	24/09/18	1.1		
AF	Chief Officers Team					
AG	Submit within Integrated Impact Assessment within CAMMS					
AH	Portfolio Member Informed					



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	15 November 2018
Report Subject	Budget 2019/20 – Stage 2 Proposals – All Portfolios
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager, Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The annual budget is developed in three stages. Stage 1 covers corporate finance and the costs of the whole organisation. Stage 2 covers the service portfolios. Stage 3 covers engagement with the Welsh Government on the Local Government Settlement and national financial support and solutions.

This report summarises the outcomes of the Stage 2 work with the Overview and Scrutiny Committees. Each of the five Committees have reviewed in formal meetings the cost pressures and investments, and efficiencies proposed for their respective portfolio for 2019/20. These meetings, held throughout October and November, followed the earlier portfolio specific member workshops.

In summary the Committees have recommended adoption of the suite of cost pressures and investments, and efficiencies without exception.

RECOMMENDATIONS

1	That the Committee receives and supports the recommendations of the five Overview and Scrutiny Committees.
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REPORT DETAILS

1.00	EXPLAINING THE FINANCIAL FORECAST AND STAGE TWO BUDGET PROPOSALS
1.01	Each of the five Overview and Scrutiny Committees have reviewed in formal meetings the cost pressures and investments, and efficiencies proposed for their respective portfolio for 2019/20. These meetings, held throughout October and November, followed the earlier portfolio specific member workshops. In summary the Committees have recommended adoption of the suite of cost pressures and investments, and efficiencies without exception. These cost pressures and investment, and proposed efficiencies, are set out in the appendix by Committee.
1.02	The portfolio specific member workshops held in October gave members an opportunity to explore portfolio budgets in more detail in readiness for the staged decision-making for the annual budget. The risks and resilience levels within services were also explored. Portfolio specific resilience statements were presented for operational service areas. These statements illustrated that there is very limited scope for any further cost efficiencies beyond those presented.
	Outcomes From Overview and Scrutiny Committees (OSCs)
1.03	<p><u>Community & Enterprise OSC – 30th October</u></p> <p>The Committee did not have any specific questions or new suggestions and recognised that there was limited scope for further efficiencies. The Committee was hopeful that further funding would be forthcoming from Welsh Government.</p> <p>Recommendation: That the Committee support the portfolio efficiency options, as shown in the report.</p>
1.04	<p><u>Social & Health OSC – 31st October</u></p> <p>Specific questions were raised around Out of County placements and the financial pressure this was exerting on the Council; the financial contribution made for placements by the Health Board and whether this needed to be increased; whether collaboration with neighbouring authorities could reduce this pressure. The Committee did not have any new suggestions and recognised that there was limited scope for further efficiencies</p> <p>There was then a lengthy debate about the National UK Government budget and any expected funding ‘consequential’ for Welsh Government. Members were keen to ensure increased communication with the public around the financial pressures being faced by the Council and welcomed the work to provide Members with a media pack to assist in this. There was a suggestion of a workshop for all Members on effective communication.</p>

	<p>Recommendations:</p> <p>(a) That the Committee support the portfolio efficiency options, as shown in the report; and</p> <p>(b) That the Committee congratulate the work and performance of the Social Services Portfolio teams in the current financial circumstances.</p>
1.05	<p><u>Education & Youth OSC – 1st November</u></p> <p>Similar to the Social & Health Care OSC meeting, a number of questions were raised around Out of County Placements and the financial pressure this was having on the Council. Similar questions around the ability to collaborate with neighbouring authorities to reduce this pressure were asked. A suggestion was made on whether Welsh Government could be asked to put a financial ‘cap’ on providers of Out of County placements and it was agreed to pursue this regionally and nationally.</p> <p>A number of concerns were raised around the pressures on head teachers, teachers and all school staff by the financial pressures, and a similar discussion to that had by the Social & Health OSC meeting around increased communication with the public and national lobbying was facilitated.</p> <p>The Committee did not have any new suggestions and recognised that there was limited scope for further efficiencies</p> <p>Recommendations:</p> <p>(a) That the Committee support the portfolio efficiency options, as shown in the report; and</p> <p>(b) That Members agree to seek to raise public awareness about the implications of the current financial challenges for services</p>
1.06	<p><u>Environment OSC – 16th October</u></p> <p>A number of questions were raised at the meeting and points raised for clarification including the reduction in income from the sale of waste recyclates, future plans around the frequency of waste collection, and the collection of side waste.</p> <p>Further information was requested on the content of the Access and Natural Environment budgets. The Chief Officer confirmed that the budget covered twenty full time posts and that a report would be provided to a future meeting with further detail of the mandatory services provided.</p> <p>A request for a report on the advantages and disadvantages of moving to three or four-weekly waste collection service with information on the experiences of authorities who had such changes was requested.</p> <p>The Committee did not have any new suggestions and recognised that there was limited scope for further efficiencies.</p>

	<p>Recommendations:</p> <p>(a) That the Committee endorsed the portfolio pressures and investments; and (b) That the Committee endorsed the portfolio efficiency options.</p>																																																
1.07	<p><u>Organisational Change OSC – 2nd November</u></p> <p>Communication with the public was discussed further following discussions at the other Committees. Members felt it was important to begin a consultation exercise to raise public awareness as soon as possible - emphasising that in reality the proposed 1% cut in Government grant did not take account of pay and price inflation.</p> <p>Members welcomed the innovative ways officers have worked to achieve saving/efficiencies. They emphasised that the Council have managed to keep libraries and leisure centres open as a result of alternative delivery models. The Committee did not have any new suggestions and recognised that there was limited scope for further efficiencies.</p> <p>Recommendation:</p> <p>That having examined the portfolio efficiencies the Committee agree to endorse them.</p>																																																
1.08	<p><u>Corporate Resources OSC – 15th November</u></p> <p>Refer to the separate report on the agenda for this meeting.</p>																																																
1.09	<p>Summary of Business Plan Efficiency Proposals for 2019/20 by Committee</p> <table border="1" data-bbox="320 1301 1206 2024"> <thead> <tr> <th data-bbox="320 1301 954 1379">Portfolio</th> <th data-bbox="954 1301 1034 1379"></th> <th data-bbox="1034 1301 1206 1379">19/20 £m</th> </tr> </thead> <tbody> <tr> <td data-bbox="320 1379 954 1424"></td> <td data-bbox="954 1379 1034 1424"></td> <td data-bbox="1034 1379 1206 1424"></td> </tr> <tr> <td data-bbox="320 1424 954 1458">Corporate</td> <td data-bbox="954 1424 1034 1458"></td> <td data-bbox="1034 1424 1206 1458">0.360</td> </tr> <tr> <td data-bbox="320 1458 954 1491">Social Services</td> <td data-bbox="954 1458 1034 1491"></td> <td data-bbox="1034 1458 1206 1491">0.315</td> </tr> <tr> <td data-bbox="320 1491 954 1525">Education & Youth</td> <td data-bbox="954 1491 1034 1525"></td> <td data-bbox="1034 1491 1206 1525">0.076</td> </tr> <tr> <td data-bbox="320 1525 954 1559">S&T</td> <td data-bbox="954 1525 1034 1559"></td> <td data-bbox="1034 1525 1206 1559">0.065</td> </tr> <tr> <td data-bbox="320 1559 954 1592">P&E</td> <td data-bbox="954 1559 1034 1592"></td> <td data-bbox="1034 1559 1206 1592">0.111</td> </tr> <tr> <td data-bbox="320 1592 954 1626">Housing & Assets</td> <td data-bbox="954 1592 1034 1626"></td> <td data-bbox="1034 1592 1206 1626">0.035</td> </tr> <tr> <td data-bbox="320 1626 954 1693">Total</td> <td data-bbox="954 1626 1034 1693"></td> <td data-bbox="1034 1626 1206 1693">0.963</td> </tr> <tr> <td data-bbox="320 1693 954 1738"></td> <td data-bbox="954 1693 1034 1738"></td> <td data-bbox="1034 1693 1206 1738"></td> </tr> <tr> <td data-bbox="320 1738 954 1783">Budget Strategy</td> <td data-bbox="954 1738 1034 1783"></td> <td data-bbox="1034 1738 1206 1783"></td> </tr> <tr> <td data-bbox="320 1783 954 1827">Less:</td> <td data-bbox="954 1783 1034 1827"></td> <td data-bbox="1034 1783 1206 1827"></td> </tr> <tr> <td data-bbox="320 1827 954 1861">Income</td> <td data-bbox="954 1827 1034 1861"></td> <td data-bbox="1034 1827 1206 1861">0.143</td> </tr> <tr> <td data-bbox="320 1861 954 1895">Targeted Post Reductions</td> <td data-bbox="954 1861 1034 1895"></td> <td data-bbox="1034 1861 1206 1895">0.190</td> </tr> <tr> <td data-bbox="320 1895 954 1962"></td> <td data-bbox="954 1895 1034 1962"></td> <td data-bbox="1034 1895 1206 1962"></td> </tr> <tr> <td data-bbox="320 1962 954 2024">Balance of Operational Efficiencies</td> <td data-bbox="954 1962 1034 2024"></td> <td data-bbox="1034 1962 1206 2024">0.630</td> </tr> </tbody> </table> <p>If approved the above would contribute an additional total of £0.630m to</p>	Portfolio		19/20 £m				Corporate		0.360	Social Services		0.315	Education & Youth		0.076	S&T		0.065	P&E		0.111	Housing & Assets		0.035	Total		0.963				Budget Strategy			Less:			Income		0.143	Targeted Post Reductions		0.190				Balance of Operational Efficiencies		0.630
Portfolio		19/20 £m																																															
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Targeted Post Reductions		0.190																																															
Balance of Operational Efficiencies		0.630																																															

	the projected budget gap. Income and workforce/targeted post reductions cost efficiencies are accounted for elsewhere in the budget strategy which explains their removal from this working total.
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2.00	RESOURCE IMPLICATIONS
2.01	As set out in the report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	As set out in the report.

4.00	RISK MANAGEMENT
4.01	As set out in the report.

5.00	APPENDICES
5.01	<p>Summary of Pressures and Efficiencies:</p> <p>Appendix 1 - Community and Enterprise OSC Appendix 2 - Social and Health OSC Appendix 3 - Education and Youth OSC Appendix 4 - Environment OSC Appendix 5 - Organisational OSC Appendix 6 - Corporate Resources OSC</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS AND CONTACT OFFICER DETAILS
6.01	<p>Member Workshop Background Paper: 13 and 23 July and 18 September 2018 Method Statements by Portfolio Risk and Resilience Statements by Portfolio</p> <p>Contact Officer: Gary Ferguson, Corporate Finance Manager Telephone: (01352) 702271 E-mail: gary.ferguson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Annual Settlement: the amount of its funds the Welsh Government will allocate annually to local government as a whole, as part of its total budget and to individual councils one by one. The amount of Revenue Support Grant each council will receive is based on a complex distribution formula for awarding Aggregate External Finance (AEF). The formula is underpinned by assessments of local need based, for example, of population size and demographics and levels of social deprivation.</p> <p>Financial Year: the period of 12 months commencing on 1 April</p> <p>Revenue: a term used to describe the day to day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.</p> <p>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>

Community & Enterprise Overview and Scrutiny Committee 30th October 2018

Portfolio Pressures and Investments

Housing & Assets

Council Tax Reduction Scheme (Modelled based on a 4.5% increase in Council Tax)	£0.380m
SHARP Framework (Unachievable prior year efficiency)	£0.020m

Governance

Council Tax Discount Scheme for Care Leavers (Discretionary discount scheme approved by Cabinet in July 2018)	£0.027m
Contact Centre (Unachievable prior year efficiency)*	£0.100m

*Also reported to CROSC

Portfolio Business Planning Efficiencies

Housing & Assets

Bond base budget reduction	£0.005m
Temporary Accommodation	£0.030m
Total -	£0.035m

Planning, Environment & the Economy

Communities for Work base budget	£0.020m
Market Fees increase	£0.003m
Total -	£0.023m

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Social & Health Overview and Scrutiny Committee 31st October 2018

Portfolio Pressures and Investments

Social Care Commissioning	£1.600m
Out of County placements (currently under review) *	£1.655m
Transition to Adulthood	£0.640m
Residential Care - new placements	£1.009m
Total -	£4.904m

*includes the Educational element of Out of County placements

Portfolio Efficiency (arising from Welsh Government policy)

Charging cap increase - non-residential care	£0.264m
----------------------------------------------	---------

Portfolio Business Planning Efficiencies

Older People - Day Centres	£0.020m
Telecare - reduced equipment spend	£0.010m
Workforce Development - income generation	£0.005m
Supported Living - reduction in voids	£0.025m
Communications - mobile hardware	£0.005m
Childcare offer IT system (one-off)	£0.010m
Vacancy management savings	£0.050m
Strategic use of grant funding	£0.170m
Regional Commissioning	£0.020m
Total -	£0.315m

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Education & Youth Overview and Scrutiny Committee 1st November 2018

Portfolio Pressures and Investments

Minority Ethnic Achievement Grant	£0.048m
Out of County placements *	£1.655m
Additional Learning Needs (ALN) reforms	£0.142m
Schools NJC Pay Award	£1.402m
Total -	£3.247m

* This is a joint pressure with Social Services for children with additional learning needs in out of county placements.

Portfolio Business Planning Efficiencies

Integrated Youth Provision – Spend reduction	£0.014m
School Planning & Provision – Reduction in portfolio Insurance budget	£0.005m
School Improvement Systems – £38k removal of WJEC SLA as negotiated by Welsh Government & ADEW. £20k reduction in early entitlement budget based on falling birth rate and consequent reduction in pupil numbers.	£0.058m
Total -	£0.077m

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Environment Overview and Scrutiny Committee 16th October 2018

Portfolio Pressures and Investments

Streetscene & Transportation

North Wales Residual Waste Treatment Project* £0.425m (one-off)
(No WG Grant during commissioning period)

Waste Recycling Income reductions £0.180m
(Reducing value of material collected due to the loss of international markets)

Planning, Environment & the Economy

Local Development Plan (LDP) £0.172m
* an application to re-profile grant funding is pending with Welsh Government which may mitigate this pressure

Portfolio Business Planning Efficiencies

Streetscene & Transportation

Review of security arrangements in Alltami Depot £0.005m
Income from external works (Fleet Workshop) £0.010m
Garden Waste Charges (increased take up) £0.050m
Total – Streetscene & Transportation £0.065m

Stage 1 Efficiency Proposal

School Transport Anomalies £0.100m

Planning, Environment & the Economy

Greenfield Valley £0.018m
Service Review within Community & Business £0.035m
Increased Planning Fee income £0.025m
Minerals & Waste Shared Service £0.005m
Supplies & Services spending review £0.005m
Total – Planning, Environment & the Economy £0.088m

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Organisational Change Overview and Scrutiny Committee 2nd November 2018

Portfolio Pressures and Investments

There are no Pressures or Investments currently identified within this area.

Organisational Change Efficiencies (Part of Stage 1 Corporate Proposals)

AURA	£0.338m
Newydd	£0.061m
Total Efficiency	<u>£0.399m</u>

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CROSC Overview and Scrutiny Committee 15th November 2018**Portfolio Pressures and Investments**

Microsoft Licencing Costs	£0.150m
Unachievable Contact Centre Efficiency*	£0.100m
Independent Review Panel for Wales	£0.030m
Transfer of Funding for Universal Credit	£0.019m
Total -	£0.299m

*Also reported in C&E OSC

Portfolio Business Planning Efficiencies**Chief Executive's**

Executive Office Workforce Costs	£0.190m
Executive Office Management Recharge	£0.015m
Workforce Reduction Business & Comms	£0.015m
Digital Delivery of Council Newsletter	£0.029m
Graphics Income	£0.005m

Governance

Democratic Services Changes efficiency	£0.009m
Renegotiation of IT Contracts	£0.097m
Total -	£0.360m

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	15 November 2018
Report Subject	Budget 2019/20 – Stage 2 Proposals – Corporate Services
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager, Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The annual budget is developed in three stages. Stage 1 covers corporate finance and the costs of the whole organisation. Stage 2 covers the service portfolios. Stage 3 covers engagement with the Welsh Government on the Local Government Settlement and national financial support and solutions.

This report is one of a series of reports which present the work on Stage 2 to each of the respective portfolio Overview and Scrutiny Committees. This report presents the cost pressures and investments, and efficiency proposals for Corporate Services for 2019/20. This Committee is the last to meet in this cycle.

RECOMMENDATIONS

1	That the Committee reviews and comments on the Corporate Services cost pressures and investments for 2019/20.
2	That the Committee reviews and comments on the Corporate Portfolio efficiency proposals for 2019/20.

REPORT DETAILS

1.00	EXPLAINING THE FINANCIAL FORECAST AND STAGE TWO BUDGET PROPOSALS
1.01	A report to Cabinet in April provided the first detailed overview of the financial forecast for 2019/20. At that stage the projected budget gap stood at £12.2m. This was reduced to £10.6m when taking account of the earlier accounting policy change for the Minimum Revenue Provision (MRP) and the impact of the stepped annual increase in the charging cap for domiciliary care services (set by Welsh Government).
1.02	Member briefing workshops were held throughout the summer with updates given on the latest local financial forecast in the context of the developing national budget position. A report to Cabinet on 25 September provided an update on the financial forecast for 2019/20 which showed a projected budget gap of £13.7m.
1.03	The Welsh Local Government Provisional Settlement was announced on 9 October and illustrated a 1% reduction in funding for the Council. The Settlement, unless changed, will have a negative impact on the budget forecast and will widen the funding 'gap'. A full update on the national position will be given in a presentation at the meeting.
1.04	The Council has a staged approach to setting the annual budget – an approach supported and strengthened through the process review undertaken by the Constitution Committee earlier this year. The annual budget is developed in three stages. Stage 1 covers corporate finance and the costs of the whole organisation. Stage 2 covers the service portfolios. Stage 3 covers engagement with the Welsh Government on the Local Government Settlement and national support. This report is one of a series of reports which present the work on Stage 2 to each of the respective portfolio Overview and Scrutiny Committees. This report presents the cost pressures and investments, and efficiency proposals for Corporate Services for 2019/20. This Committee is the last to meet in this cycle. Each of the proposals is supported by a method statement. The set of method statements is available on request. Council will receive the recommendations of Cabinet for Stage 2 of the 2019/20 budget at its November meeting. The comments of this Committee will be reported to Cabinet for it to consider as it makes its recommendations.
1.05	<p>PORTFOLIO PRESSURES AND INVESTMENTS</p> <p>Detailed below are the pressures and investments for Corporate Services. All fall within the Governance Portfolio.</p>
1.06	<p><u>Microsoft Licensing Cost Increase (£0.150m)</u></p> <p>The Council's contract with Microsoft is due for renewal in April 2019 and the pressure reflects the estimated increase in cost which is still under negotiation as part of new public sector licensing agreement. There is still</p>

	uncertainty over the final cost pressure.
1.07	<p><u>Unachievable Contact Centre Efficiency (£0.100m)</u></p> <p>The original cost efficiency was included in the 2016-17 Business Plans under Community and Enterprise. The intention was to make savings across the organisation from one contact centre. The efficiency has not been achievable in previous years and other savings from across the Customer Services section had mitigated the cost pressures. These other savings have now been included in business plan proposals for the 2019/20 budget so there is a need to adjust the budget to recognise the underlying past efficiency target which cannot now be achieved.</p>
1.08	<p><u>Independent Review Panel for Wales (IRPW) (£0.030m)</u></p> <p>The IRPW has recently announced increases to Members allowances with effect from 1st April 2019. This has been included as a new pressure as part of the revised forecast.</p>
1.09	<p><u>Transfer of funding for Universal Credit (£0.019m)</u></p> <p>The Council has received notification that funding currently received for support for Universal Credit support services will transfer to Citizens Advice with effect from 1st April. There is still uncertainty about how this loss of funding will impact on the service and ways to mitigate the revenue shortfall are being considered.</p>
1.10	<p>PORTFOLIO BUSINESS PLANNING EFFICIENCIES</p> <p>The following business plan efficiencies are proposed for Corporate Services for 2019/20:</p> <p><u>Chief Executive's</u></p> <p>Executive Office Workforce Costs (£0.190m)</p> <ul style="list-style-type: none"> - Reductions in the size of the Chief Officer Team and the supporting Executive Office. <p>Executive Office Management Recharge Income (£0.015m)*</p> <ul style="list-style-type: none"> - Additional contributions from regional collaborations from management recharges. <p>Business and Communications Team (£0.015m)</p> <ul style="list-style-type: none"> - Change to the structure and capacity of this central team. - <p>Digital delivery of Council newsletter/Proms award (£0.029m)</p> <ul style="list-style-type: none"> - Reductions in printing costs. <p>Graphics income (£0.005m)*</p> <ul style="list-style-type: none"> - Development of a commercial approach to graphic design with the sale of services to local partners and neighbouring councils.
	<u>Governance</u>

	<p>Democratic Service Changes to working practices (£0.009m)</p> <ul style="list-style-type: none"> - Cost savings through changes to working practices. <p>Renegotiation of IT contracts (£0.097m)</p> <ul style="list-style-type: none"> - Cost efficiencies from the re-negotiation of a number of contracts. <p>Corporate Services Business Planning Efficiency Proposals for 2019/20 total £0.360m.</p> <p><i>*Business Plan efficiencies through additional income are to be set against the Corporate income target</i></p>
1.11	<p>Service Risk and Resilience</p> <p>The resilience of the Corporate Services was explored at the Corporate Resources budget workshop held in October. Over the last four years the following efficiencies have been included in the budget for Corporate Services:</p> <p>Chief Executive's - £0.125m Governance - £2.901m Corporate Finance -£0.675m Human Resources & Organisational Development - £0.458m</p> <p>Total of £4.159m.</p> <p>Members were satisfied with the accuracy of the risk and resilience assessment at the workshop.</p>
1.12	<p>CENTRAL AND CORPORATE</p> <p>Central and Corporate is a separate section of the Council Fund budget which covers organisational wide income and expenditure not directly attributable to a particular portfolio. There are a number of pressures not directly attributed to a service portfolio included within the forecast which are detailed below.</p>
1.13	<p><u>One-efficiencies included in 2018/19 budget (£0.744m)</u></p> <p>Some of the efficiencies included in the 2018/19 budget were not of a recurring nature and were only achievable for one year only. Therefore, the budget needs to be adjusted to reflect for efficiencies in relief on bad debts, single person discount review, and one-off efficiencies and the management of County Hall.</p>

1.14	<p><u>Repayment of reserves from 2018/19 budget (£1.945m)</u></p> <p>When setting the 2018/19 budget, members approved the use of reserves of £1.945m to help balance the budget. As this funding will 'drop out' in 2019/20 there is a need to adjust the budget to replace this funding on a recurring basis.</p>
1.15	<p><u>Central Loans and Investment Account – (£0.226m)</u></p> <p>This account includes the Minimum Revenue Provision and the need to account for inflationary uplifts as agreed as part of the policy change agreed earlier this year. This pressure reflects the net impact of the change for 2019/20 and the additional interest costs based on an assumed level of capital expenditure, interest rate levels, and the borrowing profile. This is based on the advice of the Council's Treasury Management advisers. All estimates are subject to change.</p>
1.16	<p><u>Coroners fees increase (£0.042m)</u></p> <p>An increase in costs of the coroners' service which are shared regionally.</p>
1.17	<p><u>Pay award (non schools) (£3.251m)</u></p> <p>The NJC pay award was agreed in March 2018 and covers 2018/19 and 2019/20. The award included a minimum of 2% increase across all grades with higher percentage increases on the lower spinal points.</p> <p>The 2018/19 budget only included pay inflation of 1%. Council was advised that any increase over and above that would need to be funded from reserves in 2018/19 as a one-off measure. The pressure reflects the recurring impact of meeting the amount over and above the 1% included in the 2018/19 budget, and the estimated impact on 2019/20.</p>
1.18	<p><u>Non-pay inflation £0.759m – (Revised from £1.206m)</u></p> <p>The initial forecast included an estimate for non-pay inflation at £1.2m. The full cost of the pay award is greater. The revised pressure of £0.759m includes estimates for both Schools and Non Schools.</p>
1.29	<p><u>Efficiency identified as part of initial forecast – Minimum Revenue Provision (MRP)- £1.396m</u></p> <p>The Council changed its policy for the calculation of MRP on 1st March after the 2018/19 budget had been set. This changed the method of calculation of MRP to the annuity method which resulted in reduced costs of £1.4m in 2018/19. The budget for 2019/20 now needs to be adjusted to reflect the ongoing impact.</p>

2.00	RESOURCE IMPLICATIONS
2.01	As set out in the report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	As set out in the report.

4.00	RISK MANAGEMENT
4.01	As set out in the report.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS AND CONTACT OFFICER
6.01	<p>Member Workshop Background Paper: 13 and 23 July and 18 September 2018</p> <p>Method Statements Corporate Portfolio Pressures</p> <p>Method Statements Corporate Portfolio Efficiencies</p> <p>Method Statements Central and Corporate Pressures</p> <p>Risk and Resilience Statements</p> <p>Contact Officer: Gary Ferguson, Corporate Finance Manager Telephone: (01352) 702271 E-mail: gary.ferguson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Specific Grants: An award of funding from a grant provider (e.g. Welsh Government) which must be used for a pre-defined purpose.</p> <p>Annual Settlement: the amount of its funds the Welsh Government will allocate annually to local government as a whole, as part of its total budget and to individual councils one by one. The amount of Revenue Support Grant each council will receive is based on a complex distribution formula for awarding Aggregate External Finance (AEF). The formula is underpinned by assessments of local need based, for example, of population size and demographics and levels of social deprivation.</p>

Financial Year: the period of 12 months commencing on 1 April

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.

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.

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 November 2018
Report Subject	Revenue Budget Monitoring 2018/19 Month 6 and Capital Programme Monitoring Month 6
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 6) Report and the Capital Programme 2018/19 (Month 6) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2018/19 (Month 6) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
2	That the committee considers and comments on the Capital Programme 2018/19 (Month 6) 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 6) AND CAPITAL PROGRAMME 2018/19 (MONTH 6)
1.01	The Revenue Budget Monitoring 2018/19 (Month 6) report will be presented to Cabinet on Tuesday 20 November 2018. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2018/19 (Month 6) report will be presented to Cabinet on Tuesday 20 November 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 6) and in Appendix B; Capital Programme 2018/19 (Month 6).
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 6) and in Appendix B; Capital Programme 2018/19 (Month 6).
5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2018/19 (Month 6). Appendix B; Capital Programme 2018/19 (Month 6).
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

Date of Meeting	Tuesday, 20 th November 2018
Report Subject	Revenue Budget Monitoring 2018/19 (Month 6)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 6 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 £0.222m (£0.303m at Month 5)
- A projected contingency reserve balance as at 31 March 2019 of £7.469m

Housing Revenue Account

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

RECOMMENDATIONS

1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2019.
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2	To note the projected final level of balances on the Housing Revenue Account (HRA).
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REPORT DETAILS

1.00	EXPLAINING THE MONTH 6 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 £0.222m • A projected contingency reserve balance as at 31 March 2019 of £7.469m 																																																																		
1.02	<p>Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">TOTAL EXPENDITURE AND INCOME</th> <th style="text-align: center;">Revised Budget</th> <th style="text-align: center;">Projected Outturn</th> <th style="text-align: center;">In-Year Over / (Under) spend</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td style="text-align: right;">65.211</td> <td style="text-align: right;">64.806</td> <td style="text-align: right;">(0.405)</td> </tr> <tr> <td>Out of County</td> <td style="text-align: right;">7.274</td> <td style="text-align: right;">8.858</td> <td style="text-align: right;">1.585</td> </tr> <tr> <td>Education & Youth</td> <td style="text-align: right;">8.198</td> <td style="text-align: right;">8.109</td> <td style="text-align: right;">(0.089)</td> </tr> <tr> <td>Schools</td> <td style="text-align: right;">89.937</td> <td style="text-align: right;">89.937</td> <td style="text-align: right;">0.000</td> </tr> <tr> <td>Streetscene & Transportation</td> <td style="text-align: right;">29.907</td> <td style="text-align: right;">30.965</td> <td style="text-align: right;">1.058</td> </tr> <tr> <td>Planning & Environment</td> <td style="text-align: right;">5.713</td> <td style="text-align: right;">5.716</td> <td style="text-align: right;">0.003</td> </tr> <tr> <td>People & Resources</td> <td style="text-align: right;">4.389</td> <td style="text-align: right;">4.380</td> <td style="text-align: right;">(0.009)</td> </tr> <tr> <td>Governance</td> <td style="text-align: right;">8.248</td> <td style="text-align: right;">8.082</td> <td style="text-align: right;">(0.167)</td> </tr> <tr> <td>Strategic Programmes</td> <td style="text-align: right;">4.874</td> <td style="text-align: right;">4.874</td> <td style="text-align: right;">0.000</td> </tr> <tr> <td>Housing & Assets</td> <td style="text-align: right;">13.448</td> <td style="text-align: right;">13.422</td> <td style="text-align: right;">(0.026)</td> </tr> <tr> <td>Chief Executive</td> <td style="text-align: right;">3.012</td> <td style="text-align: right;">2.726</td> <td style="text-align: right;">(0.286)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td style="text-align: right;">24.116</td> <td style="text-align: right;">22.675</td> <td style="text-align: right;">(1.441)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">264.328</td> <td style="text-align: right;">264.550</td> <td style="text-align: right;">0.222</td> </tr> </tbody> </table>			TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	Social Services	65.211	64.806	(0.405)	Out of County	7.274	8.858	1.585	Education & Youth	8.198	8.109	(0.089)	Schools	89.937	89.937	0.000	Streetscene & Transportation	29.907	30.965	1.058	Planning & Environment	5.713	5.716	0.003	People & Resources	4.389	4.380	(0.009)	Governance	8.248	8.082	(0.167)	Strategic Programmes	4.874	4.874	0.000	Housing & Assets	13.448	13.422	(0.026)	Chief Executive	3.012	2.726	(0.286)	Central & Corporate Finance	24.116	22.675	(1.441)					Total	264.328	264.550	0.222
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1.03	<p>There is a positive movement on the operating deficit of £0.081m from the previous month (deficit of £0.303m) and the reasons for these changes are summarised in Appendix 1 the key significant change explained in paragraphs 1.04 below. The reasons for the projected variances in all Portfolio areas are summarised within Appendix 2.</p>
1.04	<p>Out of County Placements</p> <p>The projected overspend for Out of County Placements has increased by £0.122m since last month.</p> <p>The Children's Service element has increased by £0.149m due to the net impact of new and ended placements. This is offset by a decrease to costs for the Education and Youth element by £0.058m, caused by changes to current placement costs and the impact of two placements ending and two new placements.</p>
1.05	<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>
1.06	<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 6 report details the projected outturn as £1.585m higher than budget, which is an increase to the amount reported at month 5, however costs can be subject to volatility and are likely to change.</p> <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.</p>
1.07	<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 £5.296m or 96% of the efficiencies will be achieved. The risk remains</p>

	<p>that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2019/20 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with any impact for 2019/20 being reviewed as part of the ongoing work on the Medium Term Financial Strategy.</p>
1.08	<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>
1.09	<p>Independent Inquiry into Child Sexual Abuse (IICSA)</p> <p>IICSA have required the council to produce a statement on the handling of historic child sexual abuse claims. The statement will need to cover how litigation between 1992 and 2000 was handled. No one remains at the council from that time who has knowledge of the cases. The external solicitors who acted jointly for us and our insurers are being instructed to review their files and supply the information.</p> <p>The initial cost of this work will be a minimum of £0.015m and this could increase significantly if IICSA do not agree to narrow the scope of the statement in the way we have requested.</p>
1.10	<p>Settlement costs for historic child abuse</p> <p>Payments for the settlement of historic child abuse cases, which pre-date Flintshire, have been paid in 2018/19. To date a total of £0.014m has been paid out, however there are a number of outstanding cases still to be settled and it is difficult to estimate the timing and full financial impact of these.</p> <p>In the Month 2 Revenue Budget Monitoring Report 2016/17, Cabinet agreed funding for future settlement of historic child abuse cases to be drawn from the Contingency Reserve as no budget provision is set aside to fund these costs.</p>
1.11	<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, a number of potential opportunities will be considered as part of business planning and annual review as well as one off opportunities to mitigate this in-year.</p>
1.12	<p>Recycling Income</p> <p>In past years the market rate for income received from recycling plastic, paper and card has been extremely volatile and can fluctuate rapidly. Recycling income is already expected to be less than budgeted for and there is a risk that fluctuating market rates may reduce the shortfall further.</p>

1.13	<p>Schools – Risks and Impacts</p> <p>The schools overall budget for 2018/19 included an uplift in recurring funding of £1.140m and additional one-off funding of £0.460m. At the time of setting the budget the outcome of pay awards for teacher and non-teacher staff was not known.</p> <p>The outcome of the these pay awards will have a significant impact on school budgets which are detailed below:</p>
1.14	<p><u>Non Teacher Pay (NJC)</u></p> <p>The NJC pay award has had a significant impact on schools due to a high number of schools support staff being on the lower grades which have received a higher percentage increase. The average increase in support staff salaries in schools in 2018/19 is 5.6%, with an estimated impact on schools of £1.4m. The estimated impact of the NJC pay award for 2019/20 is a further £1.4m increase in the pay bill.</p>
1.15	<p><u>Teachers Pay</u></p> <p>The announcement on teachers’ pay will mean a significant pressure on schools from September 2018 with the estimated costs to schools of the pay award being £0.801m in 2018/19. Welsh Government have indicated that additional funding will be allocated to Authorities to part fund the pay award in 2018/19. Flintshire are awaiting confirmation of when the funding contribution from Welsh Government of 1% will be received, it is expected that this will amount to about £0.420m which would fund just over half of the pay award. Cabinet agreed on 23 October 2018 to distribute this funding, in full, to schools upon receipt of this funding.</p>
1.16	<p>The full year effect for 2019/20 of the teacher pay award is £1.34m which does not take into account any additional pay award from 1 September 2019. If, for example, a further increase of 1.5% were to be applied from September 2019 this figure would increase to £1.932m. Despite an overall reduction in funding The Local Government Provisional Settlement 2019/20 includes reference to an amount of £13.7m being included for teachers pay which is estimated to be £0.685m.</p> <p>In planning for the 2019/20 budget there is an intention to provide an uplift in the base funding of schools to meet 1% of the pay award as a minimum, although it is the Council’s aspiration is to provide budget for the full uplift. However neither the minimum nor the aspirational provision can be confirmed at this point in the national budget setting process as the Council faces a potentially unmanageable gap in its budget-setting forecast for 2019/20.</p>
1.17	<p><u>Teacher Pensions</u></p> <p>A further significant risk is the anticipated change to the employer contribution rate for Teacher Pensions from 1 September 2019. Based on latest intelligence, the current employer contribution rate of 16.48% will be</p>

	increasing to an estimated employer contribution rate of 23.6%, for the period 1 September 2019 until 31 March 2023.
1.18	In addition to the risks above, Flintshire has a number of secondary schools with significant deficits (deficits as at 31 March 2018 are £1.285m) and the future impacts of the pay awards as detailed above will impact further on this position.
1.19	<p>Other In-Year Issues</p> <p>Inflation</p> <p>Included within the 2018/19 budget are provision for pay (£0.937m), food (£0.124m), fuel (£0.069m) and Energy (£0.442m). As in previous years, these amounts are held centrally until there is an evidenced business need identified. At that stage, an allocation for the pressure will be provided to the portfolio in question.</p>
1.20	An allocation of £0.075m for Energy has been transferred to the Street Lighting service due to an inflationary increase that has already occurred.
1.21	At this time it is anticipated that all of the above will be required apart from £0.110m food inflation and is reflected in the outturn figure. This area will be kept under review over the winter with any further underspend considered as part of the 2019/20 budget solutions.
1.22	<p>2018/19 Pay Award</p> <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. Cabinet approved a contribution of £1.084m to enable the appropriate level of funding to be transferred to Portfolios within the month 4 report.</p> <p>The detailed work to apportion the funding has now been undertaken and as a result the final amount required from the Contingency Reserve is £0.999m which is £0.085m less than originally requested. The amount drawn from the Contingency Fund showing in appendix 4 has been adjusted to reflect this change.</p>
1.23	<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>

	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.
1.24	At month 4 it was agreed that the amount recovered due to a change in accounting policy for the Minimum Revenue Provision of £1.400m and a VAT rebate on some sporting exemptions for £1.940m would be transferred to the Contingency Reserve.
1.25	Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £7.469m as detailed in appendix 4.
1.26	Earmarked Reserves Earmarked reserves are monitored in accordance with the reserves protocol. A summary of earmarked reserves as at 1 April 2018 and an estimate of projected balances as at the end of this financial year will be included in the month 7 report.
1.27	Housing Revenue Account The 2017/18 Outturn Report to Cabinet on 17 July 2018 showed an un-earmarked closing balance at the end of 2017/18 of £1.116m and a closing balance of earmarked reserves of £0.802m.
1.28	The 2018/19 budget for the HRA is £34.381m which includes a budgeted movement of £0.018m from reserves. The projected outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
1.29	There is an increase of £0.081m in the budget contribution towards capital expenditure (CERA) of £12.170m. The increase in this contribution decreases the level of borrowing required to fund the proposed capital programme.

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	There are three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-year efficiencies and other tracked risks. These risks are included from paragraph 1.08 to 1.18.

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

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> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general</p>

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 6 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.063	Increases in demand for Residential Care £0.047m and Domiciliary Care £0.015m plus net other minor movements in variances of £0.001m.
Reablement Services	-0.041	Movement due to increases to employee budgets
Professional & Admin Support	-0.038	Movement due to increases to employee budgets
Resources & Regulated Services	0.056	Additional pay costs within home care, residential care and extra care
Minor Variances	-0.000	
Disability Services		
Minor Variances	0.001	
Mental Health Services		
Minor Variances	-0.062	A number of minor variances throughout the service, each less than £0.025m. The largest being Professional Support underspend of £0.023m and Substance misuse underspend of £0.015m.
Children's Services		
Minor Variances	-0.021	
Development & Resources		
Minor Variances	-0.058	A number of minor variances throughout the service, each less than £0.025m. The largest being an underspend on Charging Policy Income for £0.024m and an underspend on Vacancy Management £0.024m
Total Social Services (excl. Out of County)	-0.101	
Out of County		
Children's Services	0.149	The movement is due to the net impact of new and ended placements. There have been two additional placements and one ended placement.
Education & Youth	-0.027	Variance relates to changes to current placements, includes two new placements and two ended placements. Favourable movement overall.
Total Out of County	0.122	
Education & Youth		
Minor Variances	0.002	
Total Education & Youth	0.002	
Schools	-0.000	
Streetscene & Transportation		
Transportation & Logistics	0.096	Community Travel pilot schemes of £0.047m commencing January, 2019. Increased transport provision to Social Services £0.025m and School Transport £0.024m
Other Minor Variances	-0.008	
Total Streetscene & Transportation	0.089	

Planning, Environment & Economy		
Business	-0.025	Movement due to increases to employee budgets
Development	-0.025	Higher than expected Planning Fee Income during September
Regeneration	0.039	Energy Efficiency framework moved to be accounted for in correct Portfolio £0.050m. Other minor variances £0.009m
Management & Strategy	0.026	Vacant post appointed to £0.015m. Minor variances £0.010m.
Minor Variances	-0.030	
Total Planning & Environment	-0.014	
People & Resources		
HR & OD	-0.000	Minor variances
Corporate Finance	-0.016	Minor variances
Total People & Resources	-0.017	
Governance		
Legal Services	0.011	Minor variances
Democratic Services	-0.006	Minor variances
Internal Audit	-0.003	Minor variances
Procurement	0.000	No variance
ICT	-0.002	Minor variances
Customer Services	-0.010	Minor variances
Revenues	-0.008	Reduced surplus on the Council Tax Collection Fund £0.034m. Additional vacancy savings (£0.020m). Other minor variances (£0.022m).
Total Governance	-0.018	
Strategic Programmes		
Minor Variances	0.000	
Total Strategic Programmes	0.000	
Housing & Assets		
Administrative Buildings	0.101	Ecology issues creating delays to the demolition of County Hall resulting in a potential pressure of £0.101m.
Caretaking & Security	0.030	Additional costs relating to Caretaking expenditure £0.030m
Industrial Units	-0.123	Use of reserves to offset the shortfall in rent income from Industrial Units.
Disabled Facilities Grant	-0.046	Energy Efficiency framework moved to correct Portfolio
Minor Variances	-0.043	Cumulative totals of minor variances each less than £0.025m within the service. The largest being an underspend on CCTV & Open Spaces for £0.021m.
Total Housing & Assets	-0.080	
Chief Executive's	-0.005	Minor variances
Central and Corporate Finance	-0.060	Increased Windfall income of £0.066m for Non Domestic Rates of Empty Properties in Flintshire. Less than anticipated Car Parking income for the County Hall site, £0.015m. Minor variances £0.009m.
Grand Total	-0.081	

Budget Monitoring Report
Council Fund Variances

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	17.026	16.990	-0.036	-0.099	Residential and Nursing Care reflects a projected overspend of £0.417m due to increased numbers of funded placements following the increase in the capital limit to £40,000. Domiciliary Care reflects a projected underspend of £0.252m 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 £0.036m on day care due to reduced demand, £0.040m on Intake/First Contact due to vacancy savings and £0.027m on Minor Adaptations. Locality Teams staffing reflects a projected underspend of £0.092m due mainly to some posts being filled at below the top of grade. Minor variances account for a £0.006m underspend.	
Community Equipment Contribution	0.478	0.334	-0.144	-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 reduced. 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	6.700	6.589	-0.111	-0.167	The main influence on the net projected underspend of £0.111m is extra care schemes where there is a projected underspend of £0.278m due mostly to the delay to the opening of the new Llys Raddington, Flint extra care facility. This is offset by a projected overspend of £0.133m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also other minor overspends amounting to a total of £0.034m in Residential Care and Day Centres.	Continue to monitor and review.
Minor Variances	0.850	0.809	-0.040	0.039		
Disability Services						
Resources & Regulated Services	23.280	23.164	-0.116	-0.114	The projected underspend of £0.116m is mainly due to demand influences within externally provided Supported Living	Continue to monitor and review
Disability Services	0.533	0.431	-0.102	-0.102	The projected underspend is mainly due to increased levels of contributions from Betsi Cadwaladr University Health Board (BCUHB) for 2 service users.	Continue to monitor and review
Administrative Support	0.182	0.121	-0.061	-0.052	The projected underspend is due to short term vacancy savings and some staff not being at top of grade	Continue to monitor and review
Minor Variances	0.819	0.794	-0.025	-0.036		
Mental Health Services						
Residential Placements	1.184	1.523	0.339	0.343	Ongoing pressure due to the numbers of long term residential placements including four new placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Continue to monitor and review and consider pressure item within 2019/20 budget process
Minor Variances	2.622	2.570	-0.052	0.006		
Children's Services						
Family Placement	2.564	2.790	0.226	0.227	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.	Continue to monitor and review
Professional Support	4.960	5.078	0.118	0.135	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues which has been partly mitigated by an allocation of £0.100m from the contingency reserve.	Continue to monitor and review
Minor Variances	1.702	1.724	0.023	0.026		
Development & Resources						
Charging Policy income	-2.469	-2.612	-0.143	-0.119	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	1.202	1.116	-0.085	-0.075	The projected underspend of £0.085m is due to a number of short term vacancy savings and some posts currently occupied by staff who are below top of grade	Continue to monitor and review
Good Health	0.905	0.845	-0.059	-0.055	The projected underspend is mainly due to funding of a post from a grant in the short term, plus some reductions of hours following staff returning from maternity leave	Continue to monitor and review.
Minor Variances	2.675	2.538	-0.137	-0.117		
Total Social Services (excl Out of County)	65.211	64.806	-0.405	-0.305		
Out of County						
Children's Services	4.191	4.979	0.788	0.639	There is a projected overspend of £0.788m in Social Services Children's Services which is based on current clients and packages and which is likely to be subject to variation during the year	Continue close monitoring arrangements.
Education & Youth	3.083	3.879	0.796	0.823	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	8.858	1.585	1.462		
Education & Youth						
School Improvement Systems	1.797	1.733	-0.065	-0.072	Variance largely relates to Early Entitlement, a reduction in maintained and non-maintained setting payments as a result of demography and a reduction of the number of settings requiring funding. Includes hourly reductions in established staff. Includes other minor variances from across service area.	
Minor Variances	6.400	6.376	-0.025	-0.020		
Total Education & Youth	8.198	8.109	-0.089	-0.091		
Schools	89.937	89.937	-0.000	0.000		
Streetscene & Transportation						
Ancillary Services & Performance	4.001	4.141	0.141	0.140	Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate until the 8th October commencement date, 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 the rollout of brown bin charges. Minor variances £0.06m.	
Highways Network	8.516	8.915	0.400	0.412	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. Additional urgent road patching repairs as a result of road condition surveys £0.075m. Minor variances of less than £0.025m but totalling £0.065m across the service.	
Transportation & Logistics	9.150	9.509	0.359	0.263	Additional pressure as a result of the provision of additional transport for pupils from John Summers to Connahs Quay, Buckley and Mold campuses £0.242m. Community Travel pilot schemes of £0.047m commencing January, 2019. Increased transport provision to Social Services £0.025m. Minor variances £0.045m.	

Budget Monitoring Report
Council Fund Variances

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Workforce	8.016	8.140	0.123	0.125	Increased Agency and Overtime costs as a consequence of current sickness levels (9%) of the workforce operatives	
Other Minor Variances	0.225	0.260	0.035	0.030		
Total Streetscene & Transportation	29.907	30.965	1.058	0.969		
Planning, Environment & Economy						
Development	0.060	-0.103	-0.163	-0.138	Higher than expected levels of Planning Fee Income received in the first half of the financial year. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. An award of Legal Fees from a Planning Appeal in FCCs favour	Continue to monitor Planning Fee Income levels and adjust projection accordingly
Regeneration	0.495	0.554	0.059	0.020	Unachieved framework income for Energy Efficiency projects within 2017/18 £0.050m. Minor variances (£0.011m)	Continue to Monitor and Review.
Management & Strategy	1.197	1.311	0.113	0.087	Staffing related Business Planning Efficiencies yet to be achieved pending all Service Review outcomes within the Portfolio.	Vacancy savings across the Portfolio can assist in mitigating the unachieved efficiencies in the short term. Continue to monitor and review
Minor Variances	3.961	3.954	-0.007	0.048		
Total Planning & Environment	5.713	5.716	0.003	0.017		
People & Resources						
HR & OD	2.413	2.375	-0.038	-0.038	Minor variances	Service managers to continue to monitor and review
Corporate Finance	1.976	2.005	0.028	0.045	Minor variances	Service managers to continue to monitor and review
Holding Accounts	0.000	0.000	0.000	0.000		
Total People & Resources	4.389	4.380	-0.009	0.007		
Governance						
Legal Services	0.706	0.744	0.037	0.026	Minor variances	
Democratic Services	2.022	2.029	0.007	0.013	Minor variances	
Internal Audit	0.454	0.428	-0.026	-0.023	Minor variances	
Procurement	0.320	0.331	0.010	0.010	Minor variances	
ICT	4.561	4.559	-0.002	0.000	Minor variances	
Customer Services	0.394	0.446	0.053	0.063	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 2018/19 £0.100m. Other minor variances £0.024m underspend.	Monitor and Review.
Revenues	-0.209	-0.455	-0.247	-0.238	Anticipated surplus on the Council Tax Collection Fund £0.145m. Additional Council Tax windfall following the conclusion of the Single Persons Discount Review £0.025m. Vacancy savings of £0.050m. Other minor variances £0.027m underspend.	
Total Governance	8.248	8.082	-0.167	-0.149		
Strategic Programmes						
Minor Variances	4.874	4.874	0.000	0.000		
Total Strategic Programmes	4.874	4.874	0.000	0.000		
Housing & Assets						
Administrative Buildings	1.179	1.332	0.153	0.052	Ecology issues creating delays to the demolition of County Hall £0.153m. Offset with savings from other areas	
CPM & Design Services	0.588	0.489	-0.099	-0.098	£0.85m additional income estimated. Underspend of £0.14m due to minor variances.	
Benefits	10.669	10.616	-0.053	-0.039	Projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.059m. Vacancy savings of 0.026m. Additional cost of IT related expenditure such as software and external printing £0.035m. Other savings from across the service £0.003m underspend.	Continue to review and report on significant variances on a monthly basis.
Minor Variances	1.012	0.985	-0.027	0.139		
Total Housing & Assets	13.448	13.422	-0.026	0.053		
Chief Executive's	3.012	2.726	-0.286	-0.280	Due to vacancies resulting from workforce changes during the year	
Central and Corporate Finance	24.116	22.675	-1.441	-1.382	Increased Coroners Costs £0.040m. Increased Windfall Income £0.094m relating to Non Domestic Rates of Empty Properties. Pension Deficit recovery, an underspend of £1.029m, 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. Inflationary underspend of £0.254m of which £0.144m has been identified to contribute towards the 2019/20 budget. An underachievement on the income target of £0.200m. Shortfall from County Hall car park income £0.035m	Continue to review all variances alongside the continuing work on the MTFS.
Grand Total	264.328	264.550	0.222	0.303		

2018/19 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2018/19 £m	2018/19 £m	Achievement 2018/19 £m
Central & Corporate Finance			
Theatre C/wyd tax relief	0.075	0.075	0.000
County Hall (NDR Element)	0.060	0.060	0.000
Audit fee reduction	0.127	0.127	0.000
Total Central & Corporate Finance	0.262	0.262	0.000
Governance			
Records management; Reduce records in storage.	0.010	0.010	0.000
ICT - Digital Print	0.048	0.048	0.000
Customer Services; New customer service models	0.050	0.050	0.000
Flintshire Connects; More flexible service in conjunction with potential income	0.056	0.056	0.000
Registration; Chargeable declaration of births	0.012	0.012	0.000
Revenues; Increase in collection rates enables adjustment to bad debt provision (one off).	0.094	0.094	0.000
Revenues; Second year windfall for single person discount review (one off)	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.185	0.025
Total Governance	0.570	0.595	0.025
Social Services			
Disability Service; Review current contract with external agency to deliver	0.030	0.030	0.000
Disability Service; Reduction of posts.	0.110	0.110	0.000
Workforce Development; Additional Income from QCF assessors through	0.030	0.030	0.000
Business Support and Management; Rationalisation of rented	0.015	0.015	0.000
Increase in domiciliary care charging.	0.220	0.220	0.000
Integrated Care Fund	0.500	0.500	0.000
Care Fees	0.514	0.514	0.000
Merger of Out of Hours Service	0.020	0.020	0.000
Total Social Services	1.484	1.484	0.000
Education & Youth			
Early Entitlement; Reduce sustainability grant payments and remodel	0.020	0.020	0.000
Business Support; Staff reduction	0.010	0.010	0.000
Nursery Education; Staff reductions	0.040	0.040	0.000
Total Education & Youth	0.070	0.070	0.000
Schools			
Schools Demography	0.288	0.288	0.000
Total Schools	0.288	0.288	0.000
Strategic Programmes			
Leisure, Libraries and Heritage; Continuation of previous years' business plan	0.416	0.416	0.000
Total Strategic Programmes	0.416	0.416	0.000
Housing & Assets			
Valuation Service; Property rationalisation through closure and amalgamation of services into other more efficient assets.	0.050	0.050	0.000
Valuation Service; Increase farm income through renewal of grazing licences.	0.021	0.021	0.000
Valuation Service; Community Asset Transfer process, efficiencies through reduced costs.	0.010	0.010	0.000
Valuation Service; Restructure of service as part of move to a commissioning client.	0.020	0.020	0.000
Valuation Service; Remove caretaking/security services at County Offices, Flint.	0.015	0.015	0.000
Corporate Property Maintenance; Restructure of service as part of move to a commissioning client.	0.080	0.080	0.000
Design and Project Management Services; Restructure of service as part of move to a commissioning client.	0.040	0.040	0.000
NEWydd Catering and Cleaning Services; Continuation of previous Business and Marketing plans.	0.050	0.050	0.000
County Hall	0.240	0.140	(0.100)
New Homes; Return anticipated trading surplus to the Council.	0.030	0.030	0.000
Regional Training courses delivered by GT officer	0.003	0.003	0.000
Welfare Rights; Some activity to be absorbed into single financial assessment team.	0.032	0.032	0.000
Benefits; Adjustment to bad debt provision (one off).	0.050	0.050	0.000
Benefits; Council Tax Reduction Scheme.	0.250	0.250	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	0.891	(0.100)
Streetscene & Transportation			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.210	(0.240)
Total Streetscene & Transportation	1.250	1.110	(0.140)
Planning, Environment & Economy			
Development management; Production of planning statements and to undertake private appeals	0.015	0.015	0.000
Highways Development Control; Introduce further charges. Review current charges. Retain supervisory function of highway works in the Building Control; Review charges. Introduce charges. Increase partnership working. Increase authorised commencements inspections.	0.015	0.015	0.000
Built Environment; Charing for 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		4	0.215
Total Projected 2017/18 Budget Efficiencies Achieved		96	5.296

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2018	13.697	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		7.928
Less – amount committed as part of balancing 2018/19 budget		(1.945)
Less – One off contribution to Schools agreed at Council on 1 March 2018		(0.460)
Less – Contribution to fund shortfall in MEAG funding (M2)		(0.058)
Add – transfer from revenue for amount recovered in-year due to change in accounting policy for the Minimum Revenue Provision		1.400
Add – transfer from revenue for the amount of the VAT rebate received		1.940
Less – allocation to meet additional in-year budget pressure for the agreed pay award above the 1% included in the 2018/19 budget		(0.999)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – allocation for Independent Inquiry into Child Sexual Abuse		(0.015)
Less – projected outturn overspend		(0.222)
Total Contingency Reserve as at 31st March 2019		7.469

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(34.381)	(34.159)	0.222	0.218	A pressure of £0.222m is anticipated on Income. £0.088m of this pressure relates to loss of rental income on properties being void longer than anticipated and £0.060m due to delays on handover/delays on new build schemes. £0.029m 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 £0.009m relates to minor pressures.	
Capital Financing - Loan Charges	8.694	8.412	(0.282)	(0.282)	The projected underspend of £0.282m 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 £0.231m relates to interest charges. Batch 3 schemes will now start on site later than anticipated and this means expenditure will be spread across financial years. In-year interest charges will therefore be lower than originally anticipated.	
Estate Management	1.617	1.556	(0.062)	(0.041)	The underspend of £0.062m relates to £0.074m on salary savings and £0.012m on minor movements.	
Landlord Service Costs	1.415	1.425	0.010	0.006	Minor Variance	
Repairs & Maintenance	8.159	8.140	(0.019)	0.019	Minor Variance	
Management & Support Services	2.297	2.235	(0.062)	(0.070)	A saving of £0.062m is anticipated on Management and Support costs. £0.087m relates to vacancy savings. The remaining £0.025m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	12.294	0.124	0.081	The planned overspend of £0.124m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.	
HRA Projects	0.047	0.050	0.003	0.002		
Contribution To / (From) Reserves	(0.018)	0.049	0.067	0.067	The projected HRA outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m.	
Total Housing Revenue Account	0.000	0.000	0.000	(0.000)		



CABINET MEETING

Date of Meeting	Tuesday 20th November 2018
Report Subject	Capital Programme Monitoring 2018/19 (Month 6)
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 6 (September 2018), along with expenditure to date and projected outturn.

The Capital Programme has seen a net decrease of £6.105m during the period. This is comprised of:-

- Net decreases in the programme of £6.031m (CF £1.264m, HRA (£7.295));
- Carry Forward to 2019/20, approved at Month 4 (£.074m).

Actual expenditure was £25.985m.

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, a request for an additional allocation of £0.500m towards the relocation of services to Unity House and a small increase in capital funding announced in the Provisional Settlement, puts the current funding deficit, for the 3 year period, at £8.577m. This is in advance of any additional capital receipts or other funding being realised.

RECOMMENDATIONS	
(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the carry forward adjustments set out at 1.12.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 6 CAPITAL PROGRAMME MONITORING POSITION- 2018/19
	Background
1.01	The Council approved a Council Fund (CF) capital programme of £23.773m and a Housing Revenue Account (HRA) capital programme of £36.496m for 2018/19 at its meeting of 20 th February, 2018.
1.02	For presentational purposes the capital programme is shown as a whole, with sub-totals for the Council Fund and HRA. In reality the HRA programme is ring fenced and can only be used for HRA purposes.
	Changes since Budget approval
1.03	Table 1 below sets out how the programme has changed during 2018/19. More detailed cumulative information relating to each Portfolio is provided in Appendix A:- <u>Table 1</u>

REVISED PROGRAMME	Original Budget 2018/19 £m	Carry Forward from 2017/18 £m	2018/19 Previously Reported			Changes - This Period £m	Revised Budget 2018/19 £m
			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	0.130	17.515
Social Care	1.955	2.168	0	0	0	0	4.123
Planning, Environment & Economy	0	0.664	0	0	0	0.150	0.890
Transport & Streetscene	1.100	2.845	8.217	0	0	0	12.162
Strategic Programmes	0.660	0.453	1.383	(0.074)	0	0.518	2.940
Housing & Assets	2.400	0.889	0	0	0	0.466	3.755
Council Fund Total	23.773	7.705	9.676	(0.074)	0.000	1.264	42.344
HRA Total	36.496	0	(1.256)	0	0	(7.295)	27.945
Programme Total	60.269	7.705	8.420	(0.074)	0.000	(6.031)	70.289

1.04 Carry Forward from 2017/18

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.

1.05 Changes during this period

Funding changes during this period have resulted in a net decrease in the programme total of £6.031m (CF £1.264m, HRA (£7.295m)). A summary of the changes, detailing major items, is shown in Table 2 below:-

Table 2

CHANGES DURING THIS PERIOD		
	Para	£m
<u>COUNCIL FUND</u>		
Increases		
Leisure Centres - PB allocation from 2017/18	1.06	0.614
Unity House Additional Allocation	1.07	0.500
Energy Services	1.08	0.100
Townscape Heritage Initiatives	1.08	0.050
Other Aggregate Increases		0.468
		1.732
Decreases		
Other Aggregate Decreases		(0.468)
		(0.468)
Total		1.264
<u>HRA</u>		
Increases		
Other Aggregate Increases		0.000
		0.000
Decreases		
SHARP - Budget reprofiled to match expenditure	1.09	(7.295)
Other Aggregate Decreases		0.000
		(7.295)
Total		(7.295)
1.06	<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>	
1.07	<p>An additional allocation for the relocation of services to Unity House has been introduced as approved by cabinet as part of the Month 4 Capital Monitoring Report.</p>	
1.08	<p>Grant income is often held on the Balance Sheet until such time as expenditure has been incurred and is then introduced to fund this. This is the case with both Energy Schemes and the Flint Townscape Heritage Initiative.</p>	
1.09	<p>The need to Prudentially Borrow within the SHARP programme has been reduced as the budget is re-aligned to match projected actual expenditure.</p>	

1.10	Expenditure as at Month 6, across the whole of the capital programme was £25.985m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 36.97% of the budget has been spent (CF 34.41%, HRA 40.85%). Corresponding figures for Month 6 2017/18 were 39.50% (CF 28.28%, HRA 50.90%).																																																																																																																								
1.11	<p>The table also shows a projected underspend (pending carry forward and other adjustments) of £2.209m on the Council Fund and a break even position on the HRA.</p> <p>Table 3</p> <table border="1" data-bbox="336 645 1366 1626"> <thead> <tr> <th data-bbox="343 685 699 860">EXPENDITURE</th> <th data-bbox="699 685 831 860">Revised Budget</th> <th data-bbox="831 685 963 860">Cumulative Expenditure Month 6</th> <th data-bbox="963 685 1096 860">Percentage Spend v Budget</th> <th data-bbox="1096 685 1228 860">Projected Outturn</th> <th data-bbox="1228 685 1359 860">Variance Budget v Outturn (Under)/Over</th> </tr> <tr> <td></td> <th data-bbox="699 860 831 898">£m</th> <th data-bbox="831 860 963 898">£m</th> <th data-bbox="963 860 1096 898">%</th> <th data-bbox="1096 860 1228 898">£m</th> <th data-bbox="1228 860 1359 898">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="343 860 699 898">People & Resources</td> <td data-bbox="699 860 831 898">0.483</td> <td data-bbox="831 860 963 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Programmes	0.714	0.309	43.32	0.714	0	WHQS Improvements	18.289	7.748	42.36	18.289	0	SHARP Programme	5.179	1.349	26.05	5.179	0	Housing Revenue Account Total	27.945	11.415	40.85	27.945	0.000	Programme Total	70.289	25.985	36.97	68.080	(2.209)
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Programme Total	70.289	25.985	36.97	68.080	(2.209)																																																																																																																				
1.12	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.																																																																																																																								
1.13	<p>Carry Forward into 2019/20</p> <p>During the quarter carry forward of £2.246m (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.</p>																																																																																																																								

1.14	<p>Information relating to each programme area is contained in Appendix B and summarised in Table 4 below:-</p> <p>Table 4</p> <table border="1" data-bbox="360 389 1345 922"> <thead> <tr> <th rowspan="2">CARRY FORWARD INTO 2019/20</th> <th colspan="2"></th> <th>Total</th> </tr> <tr> <th>Month 4 £m</th> <th>Month 6 £m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Education & Youth</td> <td></td> <td>1.676</td> <td>1.676</td> </tr> <tr> <td>Planning, Environment & Economy Strategic Programmes</td> <td></td> <td>0.570</td> <td>0.570</td> </tr> <tr> <td></td> <td>0.074</td> <td></td> <td>0.074</td> </tr> <tr> <td>Council Fund</td> <td>0.074</td> <td>2.246</td> <td>2.320</td> </tr> <tr> <td>Housing Revenue Account</td> <td>0.000</td> <td>0.000</td> <td>0.000</td> </tr> <tr> <td>TOTAL</td> <td>0.074</td> <td>2.246</td> <td>2.320</td> </tr> </tbody> </table>	CARRY FORWARD INTO 2019/20			Total	Month 4 £m	Month 6 £m	£m	Education & Youth		1.676	1.676	Planning, Environment & Economy Strategic Programmes		0.570	0.570		0.074		0.074	Council Fund	0.074	2.246	2.320	Housing Revenue Account	0.000	0.000	0.000	TOTAL	0.074	2.246	2.320
CARRY FORWARD INTO 2019/20			Total																													
	Month 4 £m	Month 6 £m	£m																													
Education & Youth		1.676	1.676																													
Planning, Environment & Economy Strategic Programmes		0.570	0.570																													
	0.074		0.074																													
Council Fund	0.074	2.246	2.320																													
Housing Revenue Account	0.000	0.000	0.000																													
TOTAL	0.074	2.246	2.320																													
1.15	<p>Additional Allocations</p> <p>No additional allocations have been identified in the programme in this quarter.</p>																															
1.16	<p>Savings</p> <p>No savings have been identified in the programme in this quarter.</p>																															
1.17	<p>Funding of 2018/19 Approved Schemes</p> <p>The position at Month 6 is summarised in Table 5 below:-</p> <p>Table 5</p>																															

FUNDING OF APPROVED SCHEMES	
	£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	(0.067)
Provisional Settlement - £0.070m pa	(0.140)
Savings	(0.207)
Funding - (Available)/Shortfall	8.577

1.18	<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 amount to £0.500m.</p> <p>Actual in year receipts as at Month 6 amount to £0.067m.</p> <p>The WG Provisional Settlement, issued on 9th October, increased the Council's capital allocation by £0.070m per annum. This therefore represents an increase of £0.140m for the period 2019/20 and 2020/21 above that taken into account when setting the budget in February.</p> <p>Taken together this indicates a current funding shortfall of £8.577m over the 3 year period, prior to the realisation of additional capital receipts and/or other funding sources.</p>
1.19	<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>
1.20	<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 6.</p>

Table 6

INVESTMENT IN COUNTY TOWNS			
	2017/18 Actual £m	2018/19 Revised Budget £m	2019 - 2021 Budget £m
Buckley / Penyffordd	1.062	6.214	2.382
Connah's Quay / Shotton	8.133	13.897	0.492
Flint / Bagillt	3.180	2.245	0.241
Holywell / Caerwys / Mostyn	1.564	3.938	0
Mold / Treuddyn / Cilcain	6.201	1.671	0
Queensferry / Hawarden / Sealand	1.275	4.150	0
Saltney / Broughton / Hope	0.453	0.980	4.207
To Be Confirmed	0	3.229	7.942
Total	21.868	36.324	15.264

- 1.21 The inclusion of actuals for 2017/18 and approved schemes for future years allows a slightly fuller picture of investment plans. However, expenditure which has occurred in years' prior to 2017/18 has not been included, and the expenditure and budgets reported should be considered in that context.
- 1.22 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.
- 1.23 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.
- 1.24 Information on the split between internal and external funding can be found in Appendix C.
- 1.25 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
6.01	<p>Capital Programme monitoring papers 2018/19.</p> <p>Contact Officer: Andrew Elford Accountant</p> <p>Telephone: 01352 702291</p> <p>E-Mail: andrew.j.elford@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Budget Re-profiling: Capital schemes are very dynamic and a number of factors can influence their timing and funding. Budget re-profiling assures that the correct resources are available in the correct accounting period to finance the actual level of expenditure.</p> <p>Capital Expenditure: Expenditure on the acquisition of non-current assets or expenditure which extends the useful life of an existing asset</p> <p>Capital Programme: The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipts: Receipts (in excess of £10,000) realised from the disposal of assets.</p> <p>Carry Forward: Carry forward occurs when schemes due to be completed in a given financial year are delayed until a subsequent year. In this case the relevant funding is carried forward to meet the delayed, contractually committed expenditure.</p> <p>CERA: Capital Expenditure charged to Revenue Account. The Council is allowed to use its revenue resources to fund capital expenditure. However the opposite is not permissible.</p> <p>Council Fund (CF): The fund to which all the Council's revenue and capital expenditure is charged.</p> <p>Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.</p>

MRA: Major Repairs Allowance. A general capital grant from WG for HRA purposes.

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

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

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

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

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

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	(0.100)	0.400
Primary Schools	1.683	0.059	(0.274)	0	0	0.026	1.494
Schools Modernisation	13.967	0	0	0	0	0.004	13.971
Secondary Schools	0.600	0.071	0.274	0	0	0.204	1.149
Special Education	0.250	0.255	0	0	0	(0.004)	0.501
	17.000	0.385	0.000	0.000	0.000	0.130	17.515
Social Care							
Services to Older People	0	0	0.363	0	0	0	0.363
Learning Disability	1.955	1.735	0	0	0	0	3.690
Children's Services	0	0.433	(0.363)	0	0	0	0.070
	1.955	2.168	0.000	0.000	0.000	0.000	4.123
Planning, Environment & Economy							
Closed Landfill Sites	0	0.250	0	0	0	0	0.250
Engineering	0	0.414	0	0	0	0	0.414
Energy Services	0	0	0	0	0	0.100	0.100
Townscape Heritage Initiatives	0	0	0.076	0	0	0.050	0.126
Urban/Rural Regeneration	0	0	0	0	0	0	0
	0.000	0.664	0.076	0.000	0.000	0.150	0.890
Transport & Streetscene							
Waste - CCP Grant	0	1.000	0.403	0	0	0	1.403
Waste - Other	0.500	0	0	0	0	0	0.500
Highways	0.600	1.497	1.704	0	0	0	3.801
Local Transport Grant	0	0	6.110	0	0	0	6.110
Solar Farms	0	0.348	0	0	0	0	0.348
	1.100	2.845	8.217	0.000	0.000	0.000	12.162
Strategic Programmes							
Leisure Centres	0.330	0.254	1.100	0	0	0.284	1.968
Play Areas	0	0	0.283	0	0	0.200	0.483
Libraries	0	0.110	0	0	0	0	0.110
Theatr Clwyd	0.330	0.089	0	(0.074)	0	0.034	0.379
	0.660	0.453	1.383	(0.074)	0.000	0.518	2.940

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	0.466	1.200
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	0.466	3.755
Housing Revenue Account :							
Buy Back / Strategic Acquisition	0	0	0.500	0	0	0	0.500
Disabled Adaptations	1.051	0	0.060	0	0	(0.060)	1.051
Energy Schemes	0.357	0	0	0	0	0	0.357
Major Works	1.855	0	0	0	0	0	1.855
Accelerated Programmes	0.714	0	0	0	0	0	0.714
WHQS Improvements	18.289	0	(0.060)	0	0	0.060	18.289
SHARP Programme	14.230	0	(1.756)	0	0	(7.295)	5.179
	36.496	0.000	(1.256)	0.000	0.000	(7.295)	27.945
Totals :							
Council Fund	23.773	7.705	9.676	(0.074)	0	1.264	42.344
Housing Revenue Account	36.496	0	(1.256)	0	0	(7.295)	27.945
Grand Total	60.269	7.705	8.420	(0.074)	0.000	(6.031)	70.289

PEOPLE & RESOURCES

Capital Budget Monitoring 2018/19 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Headroom	0.360	0.000	0.360	0	0	0		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Corporate Finance - Health & Safety	0.123	0.000	0.123	0	0	0		Corporate provision - to be allocated as requested and approved	Any unspent allocation will be the subject of a carry forward request at outturn
Total	0.483	0.000	0.483	0.000	0	0.000			

GOVERNANCE

Capital Budget Monitoring 2018/19 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Information Technology	0.476	0.059	0.476	0	0	0			
Total	0.476	0.059	0.476	0.000	0	0.000			

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2018/19 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	0.400	0.013	0.215	(0.185)	(46)	0	School kitchen ventilation projects span the financial years with completion due early 2019/20 (£0.180m). Includes other retentions due (£0.005m).	Carry Forward - Request approval to move funding of £0.185m to 2019/20	
Primary Schools	1.494	0.283	0.738	(0.756)	(51)	0	Remodelling works at Ysgol Glan Aber, Bagilt are part of a larger project joint funded with WG, due to start on site July 2019 (£0.749m). Includes other retentions due (£0.007m).	Carry Forward - Request approval to move funding of £0.756m to 2019/20	
Schools Modernisation	13.971	7.224	13.971	0	0	0			
Secondary Schools	1.149	0.109	0.512	(0.637)	(55)	0	Works at Castell Alun HS. Project being delivered over 3 financial years, currently at pre-construction stage (£0.500m). Astroturf pitch works at Flint HS, now programmed for summer holidays 2019/20 (£0.130m). Includes other retentions due (£0.007m).	Carry Forward - Request approval to move funding of £0.637m to 2019/20	
Special Education	0.501	0.178	0.403	(0.098)	(20)	0	DDA works at St John the Baptist VA School, Pentrobin. Project now programmed for summer 2019 (£0.085m). Includes other retentions due (£0.013m).	Carry Forward - Request approval to move funding of £0.098m to 2019/20	
Total	17.515	7.807	15.839	(1.676)	(10)	0.000			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2018/19 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Services to Older People	0.363	0.000	0.363	0	0	0			
Learning Disability	3.690	0.546	3.690	0	0	0			
Children's Services	0.070	0.000	0.070	0	0	0			
Total	4.123	0.546	4.123	0.000	0	0.000			

Variance = Budget v Projected Outturn

PLANNING, ENVIRONMENT & ECONOMY

Capital Budget Monitoring 2018/19 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.250	0.000	0	(0.250)	(100)	(0.250)	Expenditure on remedial actions to be determined following extensive monitoring and in accordance with NRW regulations	Carry Forward - Request approval to move funding of £0.250m to 2019/20	
Engineering	0.414	0.047	0.091	(0.323)	(78)	0	Works continuing at Flour Mill Reservoir expected to be complete by Dec. The FCERM 5 year capital plan is in its final stages of completion & approval indicating a number of schemes to be considered within a longer but realistically more deliverable timetable	Carry Forward - Request approval to move funding of £0.320m to 2019/20	
Energy Services	0.100	0.135	0.135	0.035	35	0.052		Additional grant funding to be introduced as schemes progress	
Townscape Heritage Initiatives	0.126	0.128	0.128	0.002	2	0.015	As at Sept, 2018 all projects are approaching completion	A Grant Payment Request & Progress Report for the current year and a payment of £0.050m is due to be received to fund expenditure	
Urban / Rural Regeneration	0.000	0.003	0.003	0.003		0			
Total	0.890	0.313	0.357	(0.533)	(60)	(0.183)			

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2018/19 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services - Collaborative Change Programme (CCP)	1.403	0.990	1.403	0	0	0			
Waste Services - Other	0.500	0.003	0.500	0	0	0			Dependent on intended projects progressing in 2018/19 by both Denbighshire and Conwy Councils
Highways	3.801	0.755	3.801	0	0	0			
Local Transport Grant	6.110	0.855	6.110	0	0	0			
Solar Farms	0.348	0.002	0.348	0	0	0			
Total	12.162	2.604	12.162	0.000	0	0.000			

Variance = Budget v Projected Outturn

STRATEGIC PROGRAMMES

Capital Budget Monitoring 2018/19 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	1.968	1.622	1.968	0	0	0			Planned works to be carried out at Mold Leisure Centre and Jade Jones Pavilion to be funded through Prudential Borrowing
Play Areas	0.483	0.359	0.483	0	0	0			S106 and Match Funded schemes, money drawn down when scheme is completed
Libraries	0.110	0.002	0.110	0	0	0			
Clwyd Theatr Cymru	0.379	0.012	0.379	0	0	(0.074)			
Total	2.940	1.995	2.940	0.000	0	(0.074)			

Variance = Budget v Projected Outturn

HOUSING & ASSETS

Capital Budget Monitoring 2018/19 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	1.200	0.357	1.200	0	0	0			
Community Asset Transfers	0.755	0.021	0.755	0	0	0		Expenditure is incurred as and when schemes are signed off	Any unspent allocation will be the subject of a carry forward request at outturn
Affordable Housing	0.000	0.210	0.000	0		0.210	Expenditure relates to the loan between Flintshire and NEWHomes for the provision of Affordable Housing	Budgets will be introduced as and when schemes are signed off	
Private Sector Renewal/Improvement	1.800	0.659	1.800	0	0	0			
Total	3.755	1.247	3.755	0.000	0	0.210			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2018/19 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Buy Back / Strategic Acquisition	0.500	0.415	0.500	0	0	0			
Disabled Adaptations	1.051	0.330	1.051	0	0	0			
Energy Services	0.357	0.190	0.357	0	0	0			
Major Works	1.855	1.073	1.855	0	0	0			
Accelerated Programmes	0.714	0.309	0.714	0	0	0			
WHQS Improvements	18.289	7.748	18.289	0	0	0			
SHARP	5.179	1.349	5.179	0	0	0			
Total	27.945	11.415	27.945	0.000	0	0.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2018/19 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
People & Resources	0.483	0	0.483	0.000	0	0			
Governance	0.476	0.059	0.476	0.000	0	0.000			
Education & Youth	17.515	7.807	15.839	(1.676)	(10)	0.000			
Social Care	4.123	0.546	4.123	0.000	0	0.000			
Planning, Environment & Economy	0.890	0.313	0.357	(0.533)	(60)	(0.183)			
Transport & Streetscene	12.162	2.604	12.162	0.000	0	0.000			
Strategic Programmes	2.940	1.995	2.940	0.000	0	(0.074)			
Housing & Assets	3.755	1.247	3.755	0.000	0	0.210			
Sub Total - Council Fund	42.344	14.570	40.135	(2.209)	(5)	(0.047)			
Housing Revenue Account	27.945	11.415	27.945	0.000	0	0.000			
Total	70.289	25.985	68.080	(2.209)	(3)	(0.047)			

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
EXPENDITURE																				
HOUSING - HRA																				
SHARP	7,580	63		748	540	1,939		150		4,140								7,040	540	7,580
EDUCATION & YOUTH																				
21C Schools:-																				
CQ High School	4,764			3,345	1,419													3,345	1,419	4,764
Holywell High School	365							365										365	0	365
Penyffordd Amalgamation	407	407																407	0	407
School Extension & Remodelling:-																				
Ysgol Glan Aber																		0	0	0
Castell Alun																		0	0	0
SOCIAL CARE																				
LD Day Care Facility	310											310						310	0	310
TRANSPORT																				
Highways Asset Management Plan:-																				
Bridges	489				489													0	489	489
Street Lighting	3,127		422		356		325		688		546		438		352			0	3,127	3,127
Highway Maintenance	1,486	156		315		81		240		347		246		101				1,486	0	1,486
Transport Grant	2,443				921		460		121		856		85					0	2,443	2,443
DEVELOPMENT / REGENERATION																				
Townscape Heritage Initiative	273					130	143											130	143	273
LEISURE - AURA																				
Leisure Centres	562	14				102				312		134						562	0	562
Synthetic Sports Pitches	62											62						62	0	62
	21,868	640	422	4,408	3,725	2,252	928	755	809	4,799	1,402	752	523	101	352	0	0	13,707	8,161	21,868

AREA TOTAL

1,062

8,133

3,180

1,564

6,201

1,275

453

0

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	
HOUSING - HRA																					
SHARP	5,179	185	330	1,661		69		2,270	446	218									4,403	776	5,179
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	8,895			7,583	1,312														7,583	1,312	8,895
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																1,479		0	1,479	1,479
Highway Maintenance	2,202	414		173		465		525		285		220		120					2,202	0	2,202
Transport Grant	6,110		205		3,048				697				150		260		1,750		0	6,110	6,110
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	126							126											0	126	126
LEISURE - AURA																					
Leisure Centres	1,960	4				706				1,168		82							1,960	0	1,960
Synthetic Sports Pitches	138					130						8							138	0	138
	36,324	603	5,611	9,537	4,360	2,119	126	2,795	1,143	1,671	0	4,000	150	720	260	0	3,229		21,445	14,879	36,324

AREA TOTAL

6,214

13,897

2,245

3,938

1,671

4,150

980

3,229

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	1,349	(63)		1,317		62		(150)		184									1,349	0	1,349
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	5,800			4,488	1,312														4,488	1,312	5,800
Holywell High School																			0	0	0
Penyffordd Amalgamation	1,421		1,421																0	1,421	1,421
School Extension & Remodelling:-																					
Ysgol Glan Aber																			0	0	0
Castell Alun																			0	0	0
SOCIAL CARE																					
LD Day Care Facility	546											546							546	0	546
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges	7			7															7	0	7
Street Lighting	413																413		0	413	413
Highway Maintenance	335															335			0	335	335
Transport Grant	855				501											354			0	855	855
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	128						128												0	128	128
LEISURE - AURA																					
Leisure Centres	1,525	3				318				1,165		40							1,525	0	1,525
Synthetic Sports Pitches	96											96							96	0	96
	12,474	(61)	1,421	5,812	1,813	379	128	(150)	0	1,349	0	681	0	0	0	0	1,102		8,011	4,463	12,474

AREA TOTAL

1,360	7,625	507	(150)	1,349	681	0	1,102
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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		6,070	0	6,070
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	492			492															492	0	492
Holywell High School																			0	0	0
Penyffordd Amalgamation																			0	0	0
School Extension & Remodelling:-																					
Ysgol Glan Aber	241					241													241	0	241
Castell Alun	4,207													4,207					4,207	0	4,207
SOCIAL CARE																					
Marleyfield Residential Home	2,382	2,382																	2,382	0	2,382
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges																			0	0	0
Street Lighting																			0	0	0
Highway Maintenance	1,200																1,200		1,200	0	1,200
Transport Grant																			0	0	0
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative																			0	0	0
LEISURE - AURA																					
Leisure Centres																			0	0	0
Synthetic Sports Pitches	672																		672	0	672
	15,264	2,382	0	492	0	241	0	0	0	0	0	0	0	4,207	0	7,942	0	15,264	0	15,264	

AREA TOTAL

2,382

492

241

0

0

0

4,207

7,942



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	15 November 2018
Report Subject	Council Plan 2018/19 Mid-Year Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2018/19 was adopted by the Council in June 2018. This report presents a summary of performance at the mid-year point.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Council's and the recent Annual Performance Report. This first monitoring report for the 2018/19 Council Plan shows that 88% of activities are making good progress with 81% likely to achieve their planned outcomes. 80% of the performance indicators have met or exceeded their targets. Risks are being managed with a minority of 20% being assessed as major.

Due to technical issues with the operating software system (CAMMS) and temporary capacity issues within the Business and Communications Team this report is limited to a summary of performance.

The full mid-year performance report will be available for the December meeting.

This report is an exception-based report and concentrates on under-performance.

The report also updates on the requests made at a previous meeting for an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

Recommendations

1.	To note and comment upon:- <ul style="list-style-type: none"> • The overall levels of progress and confidence in the achievement of activities within the Council Plan • The overall performance against Council Plan performance indicators • The current risk levels within the Council Plan.
2.	To receive the full detailed mid year report in December.
3.	To receive a further report with an illustration of the planning cycle for financial, business and performance planning, and information on the range of performance information which is available for Overview and Scrutiny Committees to draw upon for performance reporting.

REPORT DETAILS

1.00	REPORT DETAIL
1.01	The Council Plan monitoring reports provide explanation of the progress being made toward the delivery of the impacts set out in the 2018/19 Council Plan. The narrative is supported by information on performance indicators and/or milestones. In addition, there is an assessment of the strategic risks and their control.
1.02	This report is an exception-based report and concentrates on under-performance.
1.03	<p>Monitoring Activities</p> <p>Each of the sub-priorities under each theme within the Plan have high level activities which are monitored over time. 'Progress' shows action against scheduled activity and is categorised as:-</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity an; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule and on track <p>A RAG status is also given for the assessment of our current level of confidence in achieving the 'outcome(s)' in-year for each sub-priority. Outcome is categorised as:</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) in-year • AMBER: Medium – uncertain level of confidence in the achievement of

	<p>the outcome(s) in-year</p> <ul style="list-style-type: none"> • GREEN: High – full confidence in the achievement of the outcome(s) in-year
1.04	<p>In summary our overall progress against activities is:-</p> <p>Progress</p> <ul style="list-style-type: none"> • We are making good (green) progress in 46 (88%). • We are making satisfactory (amber) progress in 6 (12%). <p>Outcome</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 42 (81%) outcomes. • We have a medium (amber) level of confidence in the achievement of 10 (19%) outcomes. • There are no low (red) levels of confidence.
1.05	<p>Monitoring our Performance</p> <p>Analysis of performance against the Council Plan performance indicators is undertaken using the RAG status. This is defined as:-</p> <ul style="list-style-type: none"> • RED - under-performance against target. • AMBER - where improvement may have been made but performance has missed the target. • GREEN - positive performance against target.
1.06	<p>Analysis of current levels of performance against target shows the following: -</p> <ul style="list-style-type: none"> • 48 (80%) have achieved a green RAG status • 6 (10%) have an amber RAG status • 6 (10%) have a red RAG status
1.07	<p>The six performance indicators (PIs) which show a red RAG status for current performance against target are: -</p> <p>Supportive Council</p> <ul style="list-style-type: none"> • Number of days to process change of circumstances for housing benefit • The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council • Percentage of looked after children with a timely health assessment • 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

	<p>Green Council</p> <ul style="list-style-type: none"> Percentage of environmentally efficient operational vehicles to Euro 6 standard <p>Serving Council</p> <ul style="list-style-type: none"> Reducing the value of aged debt (debt over 60 days)
1.08	<p>Monitoring our Risks</p> <p>Analysis of the current risk levels for the strategic risks identified in the Council Plan is as follows: -</p> <ul style="list-style-type: none"> 3 (7%) are insignificant (green) 3 (7%) are minor (yellow) 29 (66%) are moderate (amber) 9 (20%) are major (red) 0 (0%) are severe (black)
1.09	<p>The 9 major (red) risks are: -</p> <p>Priority: Supportive Council</p> <ul style="list-style-type: none"> Availability of sufficient funding to resource key priorities. Debt levels will rise if tenants are unable to afford to pay their rent or council tax. Demand outstrips supply for residential and nursing home care bed availability. <p>Priority: Learning Council</p> <ul style="list-style-type: none"> Sustainability of funding streams Numbers of school places not matching the changing demographics Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets <p>Priority: Green Council</p> <ul style="list-style-type: none"> Funding will not be secured for priority flood alleviation schemes. Adverse weather conditions on the highway network <p>Priority: Serving Council</p> <ul style="list-style-type: none"> The scale of the financial challenge
1.10	<p>The two requests for a financial / business alignment cycle, and compilation of all local performance indicators for monitoring are under review and will be reported at a later meeting.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Council Plan Priorities are monitored by the respective Overview and Scrutiny Committees according to the priority area of interest. These will be presented in December.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Council Plan is monitored. Summary information for the risks assessed as major (red) is covered in paragraphs 1.08 and 1.09 above.

5.00	APPENDICES
5.01	None

6.00	List of Accessible Background Documents and Contact Officer
6.01	Council Plan 2018/19 Karen Armstrong, karen.armstrong@flintshire.gov.uk 01352 702740

7.00	GLOSSARY OF TERMS
	<p>Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.</p> <p>Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p>

Risk Likelihood and Impact Matrix							
Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Marginal	G	Y	A	A	A	R
	Negligible	G	G	Y	Y	A	A
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Likelihood & Percentage of risk happening							



CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 th November 2018
Report Subject	People Strategy Performance Report
Portfolio Holder	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Strategic

EXECUTIVE SUMMARY

This report provides a performance update on the People Strategy 2016-2019 with a summary of the key priorities for the remainder of 2018/19.

RECOMMENDATIONS

1	To review and comment upon performance and the appropriateness of the priorities for the remainder of the year.
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REPORT DETAILS

1.00	BACKGROUND
1.01	The People Strategy approved in January 2017 was developed against a background of major organisational change.
1.02	The People Strategy supports the delivery of the business and financial plans of the whole organisation.
1.03	Overall Progress
	The People Strategy 2016-19 has five strategic priorities:- <ul style="list-style-type: none"> • Planning the Workforce of the Future; • Developing Workforce and Leadership Capacity ;

	<ul style="list-style-type: none"> • Managing Performance; • Recognition and Reward; and • Enabling Change through Alternative Models.
1.04	Progress during 2017/18
	<p>Over the past year significant progress has been made with the delivery of our People Strategy:-</p> <ol style="list-style-type: none"> 1. Delivery of the 2017/18 Apprenticeship Strategy. Our programme accommodates the range and levels of staff development needed. Working in partnership with Coleg Cambria, we have developed a programme that not only supports Apprentices who are school leavers with GCSEs, but those furthest away from the workforce (e.g. NEETS) and Returners who need to develop their confidence levels. This programme has enabled the Council to deliver on its promise to provide a clear transition path from education to employment. The latest cohort comprises of 25 apprentices across 11 disciplines, covering an age range of 16 to 33 and continues to build on the success of the programme which is now in its 22nd year. 2. Re-engagement of Matrix SCM as our strategic partner for the delivery of agency worker capacity following a joint procurement exercise with Denbighshire County Council. A reduction in agency spend in 2017/18 of 40% compared to the previous year. The reduction of 'Off-Contract' spend has contributed to the overall reduction. This shows that the organisation is using agency workers more appropriately via the Matrix contract. 3. A continued downward trend in sickness absence levels which for 2017/18 resulted in an out turn of 8.89 FTE days lost. This is a further improvement from previous years and compares favourably against other Welsh local authorities (4th out of 22) and nationally based on the 'Absence Management Survey 2016' conducted by the CIPD, which found the absence rate for staff in Local Government to be 10.5 days per employee per year. 4. An Employee Assistance Programme (EAP) which provides 24/7 support for employees on a range of issues, was launched on 03/04/2017 and has resulted in the following: <ul style="list-style-type: none"> • An increase in the number of calls/contacts made directly to CareFirst this quarter when compared with the same quarter last year. • Circa 60% of contacts result in face to face counselling, 15% receive telephone counselling, the remainder receive a mixture of on- line support or advice. • An increase in employees accessing help and legal advice for debt related issues. • A 50% increase year to date in employees using the website for on-line advice. • The promotion of CareFirst has freed up capacity for our in-house

counsellor to deliver stress awareness sessions, mindfulness sessions, and resilience courses to schools and service portfolios.

5. A review of our statutory health surveillance processes has resulted in Occupational Health colleagues conducting 206 HAVS assessments during 2017/18 for employees working in Housing, Streetscene, Countryside Services and Theatr Clwyd.

In addition, all employees who've had HAVs assessments have had health surveillance for noise and skin and respiratory function, provided with advice with regard to both their results and also how to recognise early signs of ill health which have potential to be caused by exposures in work. Managers have been provided with advice with regard to fitness for work, any results outside of normal perimeters have been reviewed by Occupational Health (OH) and appointments for review when appropriate. An escalation procedure has been introduced and is followed by the OH team when reviewing results. An ongoing health surveillance programme is in operation which is reviewed in line with latest HSE guidelines.

6. The learning and development offer has been reviewed and enhanced with support for a coaching management style and culture to improve performance and build resilience across the management hierarchy. During 2017/18, 1,872 employees accessed a range of learning and development opportunities which include the following:

- Attendance Management
- Awareness of Stress at Work (Supervisor/Manager)
- Coaching Skills
- Data Protection Training
- Health & Safety Training (Risk Assessment / Setting up your DSE workstation / Fire Evacuation / Manual Handling)
- First Aid at Work / Paediatric First Aid
- Managing Stress at Work (Employee)
- Mental Health First Aid - Adults
- Mindfulness Training
- Prevent Counter – Terrorism Awareness
- Safeguarding Training
- (VAWDASV) Violence against Women, Domestic Abuse & Sexual Violence Awareness
- Welsh Language Training

Based on an average headcount for the year of 6,275, this means that 29.83% of the workforce have attended/received some form of training.

A significant amount of First Aid training has also been provided across all portfolios and schools.

7. Significant support in enabling change through alternative delivery models has been a priority for the service through 2017/18 and will continue to be if we are to deliver on the commitments made in the service level agreements developed with NEWydd and Aura Leisure &

	<p>Libraries. Some of the success achieved to date includes, the development of design principles for the restructure and development of the management and supervisory structure. The development of new, bespoke, recruitment processes which fit the new operating model and commercial environment in which these new businesses now operate.</p> <p>8. The above is in addition to the daily advice and guidance given to customers in portfolios, schools, AURA and NEWydd.</p>
1.05	Priorities for 2018/19
	<p>Pay modelling is the main priority for the remainder of the year if we are to implement year two of the nationally agreed pay award and maintain a modern, cost-effective, competitive and 'equality proofed' pay model.</p> <p>This is a significant piece of work which requires us to model, cost and impact assess for all employees in scope. Once we have a fully costed model that is agreeable to all parties and meets the above tests, the Trade Unions will ballot their members. A positive outcome, will result in a new collective agreement which will supersede the Single Status agreement approved at County Council in October 2013 and implemented in June 2014.</p> <p>The development of an employee well-being strategy is also a key priority for the coming year. Work has commenced with a range of stakeholders including Trade Union colleagues and Coleg Cambria with a view to accessing external funding to support the delivery of a programme which will offer a range of mental health courses, from awareness through to the certified mental health first aid course to enable managers and staff to identify and support mental health related issues in the workplace.</p> <p>We have created a single source of information on the Infonet in readiness to support the strategy. This has links to the CIPD's People Managers Guide to Mental Health, produced in collaboration with the mental health charity MIND, and offers broad guidance and practical advice to improve support for employees experiencing stress or dealing with mental health issues.</p>

2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None arising directly from this report although there is frequent consultation with the recognised Trade Unions. Any changes to policy or practice as a result of the strategy will be undertaken in line with the Human Resources policy framework and subject to an Equality Impact Assessment (EIA).

4.00	RISK MANAGEMENT
4.01	The agreement of a new pay model has major risks in acceptability and affordability.

5.00	APPENDICES
5.01	Appendix A – People Strategy 2016/19.
5.02	Appendix B – People Strategy delivery plan.

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development. Telephone: 01352 702139 E-mail: sharon_carney@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>Commissioning of Services – the development of service provision that includes the specifying of requirements and procurement of organisations other than the Council to deliver services.</p> <p>HAVS – Hand, Arm Vibration Syndrome.</p> <p>CIPD – Chartered Institute of Personnel and Development.</p>

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People Strategy



2016 - 2019

Introduction

The organisation and its services are embarking on a further period of significant change, as described in the improvement plan, and portfolio business plans. We will only achieve our ambitions and be successful with this change through our people. Engaging our people fully and developing the skills, attitudes and behaviours we will need in the future is a priority.

The 2016-19 People Strategy builds on a set of foundations set by previous strategies plus early work on this strategy in 2015, these include:

- A good track record of achievement with the successful implementation of Single Status and settlement of Equal Pay claims,
- Creation of an Employee Service Centre,
- Providing an integrated end-to-end HR Transactional service;
- Electronic Document Management (EDM) which has enabled the merger of HR, Payroll and Education Staffing files;
- Further development of the Apprenticeship Scheme,
- Implementation of agile and flexible working,
- Development of e-learning modules to support

Alternative Service Delivery Models, leadership and management development

- Introduction of a competency based appraisal and talent management system.

The Strategy is designed to ensure that as a Council, we are able to adapt flexibly to the challenging pace of change within the public sector but also to respond to the changing context of local government at a local, regional and national level. Many of the themes from the previous strategy are still relevant, but there is an increased focus on how we plan to develop and support our people during this time of change. For some people, periods of change can cause uncertainty. For others change brings new possibilities and is something to be relished. During these times communication and leadership are more important than ever.

This strategy also plays an important part in the achievement of the Council's aspirations, ambitions and values of being a modern, high performing and trusted public sector organisation. Further, it has been informed by the Council's other key strategies, most importantly the Council's Medium Term Financial Strategy (MTFS) and the Council's Improvement Plan.

Vision for our future workforce

This people strategy has been developed against a background of rapid change and sets out how the Council will adapt to meet the opportunities and challenges envisaged through the life of this strategy in supporting a Modern and Efficient council.

To achieve this we need the whole of our workforce to be:

- Customer focused
- Aspirational and optimistic with a 'can do' attitude
- Resilient to the challenges ahead
- Motivated, talented, competent and skilful
- Dynamic and responsive to the changing needs of our residents, customers and stakeholders

How will we achieve our vision?

The strategic priorities for 2016-2019 are:

- Planning the Workforce of the Future
- Developing Workforce and Leadership Capacity
- Managing Performance
- Recognition and Reward
- Enabling Change through Alternative Models

Key Outcomes

- Increased leadership and management capability
- A single consolidated workforce plan and supporting action plans
- Change will be managed fairly, consistently and transparently
- An environment in which managers are given the authority to take/accept responsibility
- A committed, motivated, flexible and professional workforce
- A workforce which is encouraged and supported to consider the health and well-being of themselves and others
- Simplified policies and procedures which are accessible and easy to read
- Improved attendance management interventions; and
- Development of an effective pay, recognition and reward framework

Guiding principles in delivery are:

- Supporting the business to achieve its objectives
- Recognising the changing work environment and adapting to those changes in a positive manner
- Maintaining legal compliance in all aspects of our work
- Working flexibly
- Continuing to develop and support our managers and employees to adapt to change
- Solution focussed

Planning the workforce of the future

Having a detailed understanding of our current workforce, changes in local and national labour markets and a vision for the future will enable us co-ordinate the development of detailed workforce plans. These should be an integral part of the business planning process. The plans will describe and address the gap between the current workforce, delivering the service today and what the future workforce needs to be to deliver the services of the future.

HR will focus on:

Key Actions

Supporting changes in future workforce numbers to meet service needs.

Develop job roles to support changes and improvements in services.

Being creative and building flexibility by using none traditional working patterns.

Complying with the requirements for which HR and OD are responsible under the Welsh Language Standards Regulations 2016.

Develop workforce information that indicates accurately the utilisation of the workforce for each service to include core employees/positions and the peripheral/flexible workforce.

Design workforce plans by portfolio to forecast requirements for the short, medium and long-term with specific actions for addressing challenges and risks (i.e recruitment difficulties/skills shortages).

To achieve this

Chief Officers will:

Managers/Supervisors will:

- Actively promote the benefits associated with good performance management interventions.
- Ensure completion of appraisals, career conversations and development plans (as appropriate) in a timely manner.
- Sharing intelligence with regard to future service requirements affected by internal and external factors.

- Ensure completion of appraisals, career conversations and development plans (as appropriate) for their areas of responsibility in a timely manner.
- Explore none traditional working methods to improve service delivery and inform future working planning.

Employees will:

- Actively embrace performance management interventions
- Engage with development opportunities

High Level Actions to Support Delivery

1. Design workforce plans by portfolio to forecast requirements for the short, medium and long-term.
2. Consider alternative methods of job design/evaluation to support the creation of alternative roles that meet the changing needs of the organisation.
3. Facilitate and extend the use of flexible working options through the use of technology.

Developing Workforce and Leadership Capacity

We will build on the work of the previous people strategies by ensuring that our employees have the right skills, knowledge and competencies to carry out their roles as effectively as possible. In order to do that the organisation will need to identify gaps in skills and knowledge, future requirements and the most appropriate means of filling any gaps.

HR will focus on:

Knowledge, skills and competencies

Key Actions

We will work with portfolios to identify their learning and development requirements, taking into account of future business needs including new roles.

We will provide employees with opportunities to develop professional and transferable skills.

We will equip our managers with the commercial skills and knowledge to operate effectively with reducing resources.

We will encourage and enable our managers and teams to be proactive, innovative and creative in delivering services differently.

Collaboration

We will work with other public sector Learning and Development providers to identify and develop appropriate and cost effective learning opportunities.

Managing Change

We will develop training programmes for managers which recognise and promote managing change as a key set of competencies.

To achieve this

Chief Officers will:

- Provide a consistent and high profile lead on promoting the importance of learning and development activities
- Be pro-active and role model the organisations commitment to learning through their own development activities
- Ensure that learning and development features prominently in performance management discussions between management and employees in their service area

Managers/Supervisors will:

- Include relevant and achievable individual learning plans in formal performance management discussions
- Support employees to realise opportunities to develop knowledge, skills and competencies that benefit both the employee and the Council
- Identify potential knowledge or skills gaps that may impact on current or future performance within their service (area of responsibility)

Employees will:

- Seek opportunities for their own development
- Undertake and complete agreed development actions

High Level Actions to Support Delivery

1. Create a programme which supports leadership development
2. We will improve the confidence and capability of our managers through an organised programme of coaching, mentoring and management development.
3. Develop a range of training and development interventions for managers and employees to include stress awareness and stress management e-learning modules, face to face workshops and mental health first aid to support the overriding attendance management strategy.
4. Further develop the apprenticeship programme as a 'talent pool' for the future

Managing Performance

We want our employees to be focused on delivering against their objectives and motivated to deliver services to a high standard for the benefit of the citizens of Flintshire.

To support and enable this, our managers need to have access to timely, accurate management information.

<h3>HR will focus on:</h3>	<h3>Key Actions</h3>
<p>Performance Appraisal</p>	<p>Improve individual and team performance by implementing the competency based appraisal for all employees.</p> <p>Implement talent management interventions to identify our talent at every level of the organisation.</p>
<p>Provision of meaningful and timely management information</p>	<p>Develop a HR dashboard for services and schools which provides suitably detailed in an accurate, consistent and timely manner to support managers in the effective and efficient management of their services.</p> <p>Implementing new interventions for managing long term and frequent absences.</p>
<p>Attendance Management</p>	<p>Introducing a case management approach for longer term absences which involve the employee, the manager, HR and Occupational Health.</p>

To achieve this

Chief Officers will:

- Provide a consistent and high profile lead on promoting the importance of performance management
- Promote the use of consistent interventions identified in the attendance management policy across their area of responsibility.

Managers/Supervisors will:

- Complete performance management discussions on an annual basis.
- Identify potential knowledge or skills gaps that may impact on current or future performance within their service (area of responsibility)
- Lead by example in terms of demonstrating desired behaviours.

Employees will:

- Comply with their obligations under the attendance management policy
- Contribute positively with the appraisal process
- Undertake and complete agreed development actions.

High Level Actions to Support Delivery

1. Simplify the existing attendance management procedures to provide for greater management autonomy.
2. Introducing a standardised set of people objectives for employees with management responsibilities.
3. Increase the number of services who achieve 100% attendance and 100% appraisal completion.
4. Achieve an improvement in the Health and Well-being our employees.

Recognition and Reward

We want our employees to be fairly and equitably rewarded for the work they do, within the confines of affordability and national pay policy. We want our employees to understand their contribution to the business, to receive suitable acknowledgement of their contribution and to understand the role they have in shaping our future.

HR will focus on:

Pay and Reward

Key Actions

We will continue to undertake Equal Pay monitoring to identify any gender pay gaps and develop feasible proposals to address these.

We will explore non-financial forms of reward and recognition to develop a recognition culture, which acknowledges and recognised good performance and effort.

We will maintain an up to date knowledge of best practice initiatives and all legal requirements in respect of pay and recognition.

We will provide specialist policy, advice and guidance

Working Together

We will continue to work with the recognised trade unions and directly with our employees on issues affecting them.

We will be as open and transparent as possible in our communications with employees, and their representatives.

To achieve this

Chief Officers will:

- Maintain a consistent and high profile lead on pay and recognition
- Consult as appropriate on issues affecting employees
- Keep employees informed about issues affecting them and be as open and transparent as possible in communications

Managers/Supervisors will:

- Ensure that employees are aware of our approach to pay and recognition
- Lead by example in terms of demonstrating desired behaviours
- Carry out effective budget management
- Manage employee expectations (not over-promise)

Employees will:

- Familiarise themselves with our pay and recognition systems, including self-service applications
- Participate in relevant consultation exercises affecting pay and recognition

High Level Actions to Support Delivery

1. Create a total reward/benefits portal which provides access to a range of benefits and savings on everyday shopping, motoring and health and well-being spend.
2. Review the current pay model to ensure it meets the obligations of the National Living Wage and consider options to 'bridge the gap' between the existing pay and grading model and the Chief Officer pay model.
3. Explore alternative methods of communication to increase engagement levels with our employees
4. Complete Equal Pay audits on an annual basis and develop proposals to address gender gaps identified (if any).

Enabling Change through Alternative Models

We want to help the Council protect front line services in whatever form that takes, as it responds to external and internal challenges and evolves in terms of its size, shape and models of service delivery. We need to equip

our managers and employees with the appropriate knowledge, skills and behaviours to be resilient and have the confidence to try new approaches and adapt their ways of working.

HR will focus on:

Key Actions

- Developing appropriate frameworks (including service level agreements) to enable managers to assess feasibility of alternative models
- Provide specialist and advice and guidance in relation to legal obligations regarding employment issues
- Development of bespoke e-learning modules to support services transitioning out of the organisation

- Provision of a model service level agreement which details options for continued provision of support services
- Development of appropriate toolkits and guidance documents for managers (i.e. TUPE and Code of Practice on Workforce Matters 'Two Tier Code')
- Provide access to a range of modules which develop the commercial and financial awareness/acumen of managers transitioning out of the organisation

To achieve this

Chief Officers will:

Managers/Supervisors will:

- Provide a consistent and high profile lead on promoting the benefits of alternative models
- Engage proactively at all levels within their area of responsibility

- Complete performance management discussions on an annual basis.
- Identify potential knowledge or skills gaps that may impact on current or future performance within their service (area of responsibility)
- Lead by example in terms of demonstrating desired behaviours

Employees will:

- Contribute positively to proposals for alternative service models
- Propose alternative models/methods of working as appropriate.
- Engage openly and honestly during periods of consultation.

High Level Actions to Support Delivery

1. Review, rationalise, simplify and further develop HR policies and procedures and associated management toolkits to enable greater levels of self-sufficiency.
2. Develop programme on ADMs to prepare managers and employees for transition.
3. Finalise model service level agreement and implement service level agreements for all portfolios.

How will we deliver the strategy?

The first key activity is the development of a detailed action plan which will identify the priorities, the key actions, who is accountable, who is responsible and when the actions will be completed.

The immediate priorities to be taken forward for the remainder of 2016/17 and into 2017/18 include actions in support of the following:

Developing leadership capacity

- Developing leaders
- Developing succession planning approaches and programmes

Developing workforce capacity

- Developing skills, attitudes and behaviours

Planning the workforce of the future

- Supporting changes in future workforce numbers to meet service needs
- Developing job roles to support changes and improvements in service delivery
- Being creative and building flexibility by using none traditional working patterns

Who will deliver the People Strategy?

The delivery of the strategy is the collective responsibility of the Council from Elected Members and the Chief Officer Team to front line employees, with Human Resources and Organisational Development (HR and OD) as part of the People and Resources Portfolio team providing specialist expertise, advice and support.

Reporting

The detailed action plan, once completed, will be refreshed annually and reported to Cabinet.

Progress against specific actions will be reported to Chief Officers and Corporate Resources Overview and Scrutiny.

Flintshire County Council People Strategy Action Plan 2016 – 2019

	Areas for Action	Reliance on others (interdependencies)	Key Outcome(s)	Target Date	PS/Corporate Strategic Priority	Progress
1.	Launch and communicate the People Strategy	None	People Strategy document approved and communicated	2017/18	All People Strategy Priorities	Complete
2.	Develop a Health and Wellbeing Strategy to support staff in managing their own health and well-being	All Portfolios	<ul style="list-style-type: none"> Health and Wellbeing Strategy document containing time frames and persons responsible/ accountable completed and implementation commenced. Launch Employee Assistance Programme (EAP) Collaborate and co-ordinate tasks with Occupational Health and Corporate Health & Safety functions Implement Quarterly Health initiative based on organisational and public health priorities e.g. cardiac risk, lifestyle questionnaires 	Q 2 2018/19 Q1 2017/18 Q 2 2017/18 Q1 2017/18	All People Strategy Priorities	Ongoing EAP launched 03/04/17. Complete Complete
3.	Provide, Safe, Effective, Quality Occupational Health Services		<ul style="list-style-type: none"> Review current health surveillance processes to ensure effective and appropriate role specific programmes of statutory health surveillance to include: HAVS, noise, respiratory, skin, Night working Introduce electronic referral and form and management reports Transfer paper records to electronic format (OPAS) 	Q1 2017/18 Q2 2017/18		Complete Complete Complete
4.	Ensure policies and		<ul style="list-style-type: none"> Forward work-plan which prioritises 	Q1	All People	Ongoing

	procedures are designed to enable staff to maximise their work contributions and work life balance.		<p>the HR policies. Procedures, guidelines to be reviewed and updated</p> <ul style="list-style-type: none"> • HR Policies, Procedures, Guidelines and Toolkits are reviewed and updated. • Amended policies, procedures, etc are easy to read an accessible across the workforce (schools and non-schools) • Employee Infonet page updated and accessible to all employees via own mobile device 	2017/18 Ongoing Ongoing Complete	Strategy Priorities	(forward work plan in place, regular reviews required to ensure it continues to meet need)
5.	Use data from Occupational Health, Corporate Health and Safety, CareFirst and other sources to identify staff concerns and offer timely support interventions		<ul style="list-style-type: none"> • Appropriate support system developed and communicated • Pro-active approach to Mental Health taken to /support mitigate absence from work, facilitate/support return to work following absence. Improve knowledge and confidence of managers to deal with mental health related issues at work. 	2018/19		Ongoing
6.	Review and amend existing job evaluation process	Chief Officers Trade Unions HAY/other external partners	<ul style="list-style-type: none"> • Consider and utilise alternative methods of job evaluation where appropriate. • Revised and streamlined process of evaluation, documented and implemented 	2018/19	Recognition and Reward	Ongoing
7.	Develop job roles which support changes and	Chief Officers Trade Unions	<ul style="list-style-type: none"> • Utilise alternative methods of job evaluation where appropriate. 	2018/19	Planning the Workforce of the	Ongoing

	improvement in services	HAY/other external partners			Future Reward and Recognition	
8.	Provision of meaningful and timely management information	All Portfolios Governance (ICT)	<ul style="list-style-type: none"> • Provide regular data dashboards • Review/amend/add to measures 	Q1 2018/19	Managing Performance	Dashboards provided on a quarterly basis.
9.	Attendance Management	All Portfolios Occupational Health Access to Work Recognised Trade Unions	<ul style="list-style-type: none"> • Revised Attendance Management Policy approved and implemented (and associated toolkits) • Case Management approach adopted for long term absence. • Increased use of case conferences • Improvement in attendance outcomes (PAMS001) 	Q1 2017/18	Managing Performance	Complete 4 out of 22 Local Authorities for 2017/18
10.	Implement Competency Based Appraisal for all eligible employees	All Portfolios	<ul style="list-style-type: none"> • 100% completion rate for all eligible employees • All completed appraisals recorded on iTrent • All scheduled appraisals recorded on iTrent • Individual learning and development plan produced and actioned (and incorporated into service/portfolio workforce plan) 	2017/18	Managing Performance Planning the Workforce of the Future Reward and Recognition	Ongoing
11.	Undertake Equal Monitoring, identify gaps and develop solutions to address		<ul style="list-style-type: none"> • Publish Equal Pay Audit on a three yearly basis • Develop action plan in support of 	2018/19	Reward and Recognition	Complete

			audit to address/mitigate gaps (if any) identified			
12	Explore non-financial forms of reward and recognition		<ul style="list-style-type: none"> • Launch Employee Assistance Programme (EAP) • Launch E-Rewards initiative • Explore opportunities for additional, time-limited initiatives 	Ongoing	Reward and Recognition	EAP with CareFirst launched 01/04/17 Vectis cards launched 01/10/16
13.	Review of Senior Manager Pay	Chief Officer Team HAY Leader/Cabinet Member Recognised Trade Unions	<ul style="list-style-type: none"> • HAY evaluated 23 x Service Managers posts using up to date Job Descriptions /Person Specifications, plus structures and clarification phone calls with relevant Chief Officers • Outcomes tested and rank order agreed with any natural “levels” found below the Chief Officer tier (and how they relate to our GLPC grades). • Pay benchmarking undertaken • New/amend pay policy covering these roles 	Q2 2018/19	Reward and Recognition	Ongoing
14.	Review of GLPC pay model in light of NLW changes (actual and proposed) and Year 2 of Nationally agreed Pay Award (NJC)	Chief Officer Team Leader/Cabinet Member Recognised Trade Unions WLGA/LGA	<ul style="list-style-type: none"> • Understand impact of changes on existing GLPC model • Options for addressing impact fully costed and considered 	2018/19	Reward and Recognition	Ongoing
15.	Revised Trade Union Facilities Agreement	Chief Officer Team Recognised Trade	<ul style="list-style-type: none"> • Facilities Agreement signed off by all 	Q4 2017/18	Reward and Recognition	Complete

		Unions	<p>signatory parties</p> <ul style="list-style-type: none"> • Data capture/ analysis of utilisation 			
16.	Improve and extend accessibility to self-service systems across the workforce (schools and non-schools)	Governance Schools	<ul style="list-style-type: none"> • Manager and Employee self-service available to employees (schools and none schools) • Increase number of users of manager and employee self-service • Explore alternative self-service options (i.e electronic payslips) 	Q1 2017/18	Planning the Workforce of the Future	Complete
				Q3 2018/10	Digital Workforce	Ongoing
17.	Implementation of a new Infonet which is accessible across the workforce (schools and non-schools)	Governance Schools	<ul style="list-style-type: none"> • Increase number of users of manager and employee accessing the Infonet with their own devices • Increase the number of employees in remote locations accessing the Infonet. 	Q2 2018/19	Digital Workforce	Ongoing
						Ongoing
18.	Simplify (streamlined) HR processes	Governance (ICT)	<ul style="list-style-type: none"> • Reduced number of forms to effect changes to positions/terms and conditions (HR Forms, Establishment control) • Partially populated forms to improve accuracy and speed up process 	Q2 2018/18	All People Strategy Priorities	Ongoing
19.	Ensure access to learning and development opportunities based on strategic (including transformational) and service delivery priorities, and individual potential	All portfolios	<ul style="list-style-type: none"> • Conduct a review of existing learning and development processes and opportunities. • Introduce a centralised system for capturing training and development data, to support corporate understanding and workforce planning • Role out e-learning model in support 	Q3 2018/19	Developing Workforce and Leadership Capacity	Ongoing

			of achieving Level 1 domestic VAWADA			
20.	Broaden the range of solutions to meet learning and development needs, focusing on technological solutions and informal opportunities eg, coaching, mentoring, webinars, etc.	All portfolios	<ul style="list-style-type: none"> • Further develop our internal coaching approach • Maintain a mentoring scheme open to all staff • Increase the number of modules delivered via Learning Pool or NHS platform • Increase the number of participants completing e-learning modules • 	Q3 2018/19	Developing Workforce and Leadership Capacity	Ongoing
21.	Develop a learning and development plan that builds individual and organisation capacity and knowledge to build current and strategic requirements	All Portfolios	<ul style="list-style-type: none"> • Existing L&D activities across the organisation are scoped and mapped and take into account the emerging themes/priorities from portfolio workforce plans. • Learning and development plan developed for each portfolio which is communicated/published. 	Q4 2018/19	Developing Workforce and Leadership Capacity Planning the Workforce of the Future	Ongoing
22.	Assess and develop the capability and capacity of current leaders against future service requirement, anticipated challenges and agreed leadership competencies	All portfolios Leadership competency framework	<ul style="list-style-type: none"> • Analysis of leadership competencies and support for current talent and future leaders designed with targeted actions outlined in Learning and Development Plan (see above) 		Developing Workforce and Leadership Capacity Planning the Workforce of the Future	Ongoing
23.	Strategic Workforce Planning	All Portfolios	<ul style="list-style-type: none"> • High-level portfolio specific workforce plans identifying risks at leadership/management level 	Q1 2017/18	All People Strategy Priorities	Ongoing Complete

			<ul style="list-style-type: none"> • Identification of critical posts by portfolio. • Detailed workforce plans for operational layers of each portfolio • Monitoring process developed and communicated. • Single Consolidated Workforce Plan 	2018/19		Ongoing Ongoing Ongoing
24.	Enabling Change through Alternative Models	All Portfolios	<ul style="list-style-type: none"> • Measure effectiveness of service provided via service level agreement against a set of Key Performance Indicators for the life of the agreements (3 years). • Develop bespoke policies, procedures and tailor the learning and development offer to support the development of the businesses supported. 	2017/19 Ongoing		Ongoing

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 th November 2018
Report Subject	Workforce Information Report – Quarter 1 2018/19
Portfolio Holder	Cabinet Member for Corporate Management
Report Author	Senior Manager, Human Resources and Organisational Development
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the first quarter for 2018/19. This report provides details of the following:

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

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

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

The performance information for the whole organisation is split to show Schools and Non-Schools data separately.

RECOMMENDATIONS

1	Members to review and advise on organisational performance in workforce management.
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REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	Headcount and Full Time Equivalent (FTE) The headcount and FTE figures for quarter one show an overall decrease of 28 FTE across the Council since April, Non-schools show a decrease of 12 FTE, and Schools show an overall decrease of 16 FTE. The majority of leavers did so on a voluntary basis and not as part of planned organisational change, so it is likely that some of the positions vacated will be filled in the coming months, subject to a business case being submitted to justify filling them.
1.02	Age Profiling Age profiling the organisation, departments and teams is an important part of understanding the age demographics of our workforce and where we may need to focus attention. Why do we use age profiling? <ul style="list-style-type: none">• to identify work areas with a high average age• to help plan for retirements and how we will recruit or retain staff• to highlight patterns and trends across our workforce• to assist workforce planning. Understanding our age profile supports good workforce planning, enables the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.
1.03	Employee Turnover and Stability (Including Redundancies and Early Retirements) The turnover percentage for the Council during quarter one is 2.02%. The 60 leavers from Non-Schools and 59 from Schools represent a total figure of 119 leavers for quarter one.
1.04	Attendance The FTE days lost for the Council during quarter one is 2.58. This is a downturn when compared to the same period in 2017/18 (2.15 FTE). Despite the downturn, we continue to build on reducing attendance which resulted in Flintshire being ranked the 4 th highest performer for 2017/18 when benchmarked against other Welsh Local Authorities with a total of

	8.89 days lost per FTE.
1.05	<p>Performance Appraisals and Development</p> <p>Based on the latest data extract we are making good progress and seeing an upward trend in the completion levels of appraisals across all portfolios, with the overall completion rate reported in iTrent standing at 85.4%. All portfolios are required to provide an appraisal plan which details the following:</p> <p>a) the number and 0% of appraisals completed and date entered onto iTrent, and b) the number and % of appraisals scheduled and dates entered into iTrent. In addition, if either a) and b) are below 100% portfolios are required to provide a detailed plan with actions to address. Portfolio leads together with their HR Business Partner are responsible for progressing identified actions in the plans with a view to achieving the 100% target in year.</p>
1.06	<p>Resource Management (Agency Workers)</p> <p>The total agency spend for quarter one is £412,000, which is within our Q1 target of £475,000 (£1.9m for 2018/19). The largest agency spend is within Streetscene and Transportation (£203,000), and the second largest spend was within Social Services (£91,000). Social Services and, Streetscene and Transportation are responsible for 85% of the overall agency spend for quarter one.</p> <p>Overall, there were 80 active agency placements on 30 June 2018. At the time of running the report 39 placements exceeded the 12 week Agency Worker Regulations threshold. At the time of writing this report, the number of active agency placements is down to 67, the majority of the reduction attributable to the filling vacant posts in Streetscene.</p>
1.07	<p>Equality and Diversity Workforce Monitoring</p> <p>Workforce diversity monitoring is an important means of demonstrating, implementing and promoting equality of opportunity.</p> <p>Ongoing promotion and monitoring is carried out to gather information on the diversity of our workforce including potential recruits as well as existing employees. The Council collects diversity information based on current UK equality legislation which aims to prevent discrimination on grounds of age, disability, gender, race, sexual orientation, religion and other protected characteristics. Information gathered can if analysed regularly, help us to identify barriers that prevent access to employment and career development for certain groups of people, and to develop solutions, such as positive action plans or alternative policies and practices.</p>

2.01	None arising directly from this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
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3.01	None as the dashboard report appended to this report details existing actual out-turns in the various measures.
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4.00	RISK MANAGEMENT
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4.01	None arising directly from this report.
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5.00	APPENDICES
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5.01	Appendix One: Dashboard – Workforce Information Report Q1 2018/19
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>None.</p> <p>Contact Officer: Sharon Carney, Senior Manager, Human Resources and Organisational Development. Telephone: 01352 702139 E-mail: sharon_carney@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	<p><u>Headcount and FTE</u> This will provide information on the current levels of the Council’s workforce.</p> <p><u>Age Profiling</u> The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.</p> <p><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u> This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable.</p> <p><u>Attendance</u></p>
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Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance. Stage 1 and Stage 2 capability hearings are the formal stages of the Attendance Management policy where sanctions including dismissal take place.

Resource Management

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

Equality and Diversity Workforce Monitoring

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

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**CORPORATE DASHBOARD
REPORTS
(FLINTSHIRE COUNTY COUNCIL)
2018/19 - QUARTER 1
(APRIL - JUNE)**

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2018/19 DASHBOARD

FLINTSHIRE COUNTY COUNCIL CUMULATIVE TOTALS

TOTAL HEADCOUNT

5,892

TOTAL FTE

4,559

LEAVERS / TURNOVER

119 / 2.02%

AGENCY SPEND 2018/19

£412,000

TARGET 2018/19 AT Q1

£475,000

DAYS LOST PER FTE 2018/19

2.58

TARGET 2017/18 AT Q1

8.50

QUARTER 1 2018/19 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

2,700

TOTAL FULL TIME EQUIVALENT

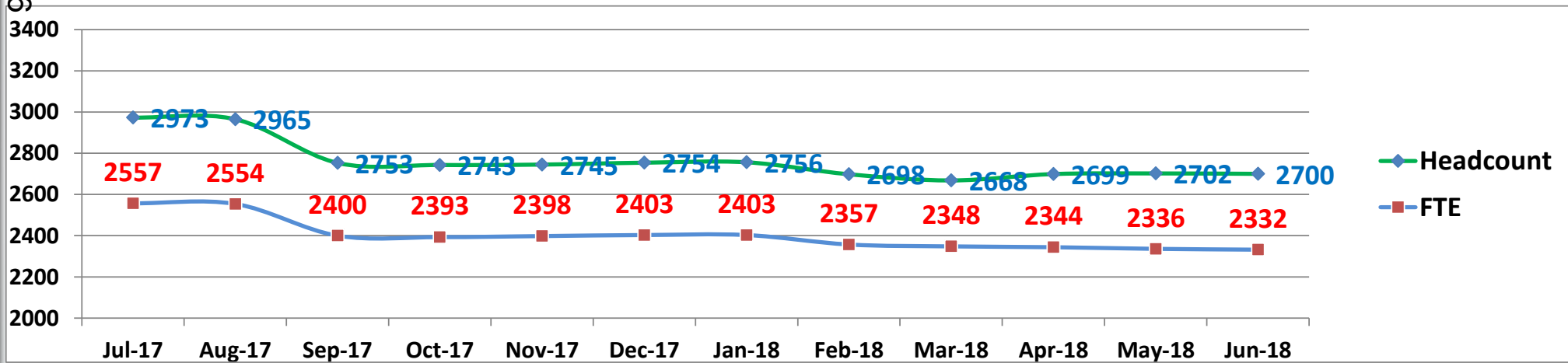
2,332

01/04/2018 **2,699** Increase of 1 person (+0.03%) 30/06/2018 **2,700**

01/04/2018 **2,344** Decrease of 12 FTE (-0.51%) 30/06/2018 **2,332**

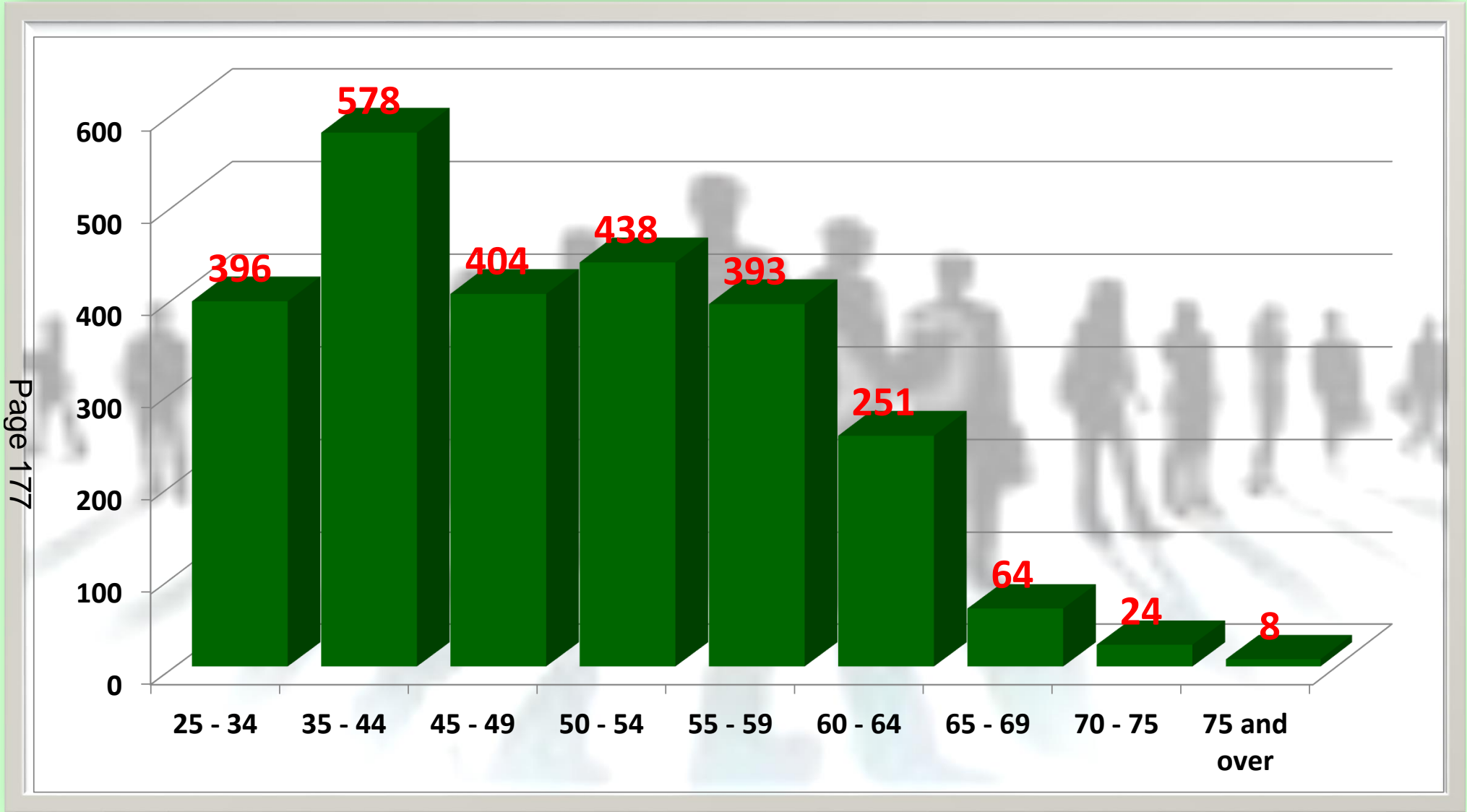
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HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 1 2018/19 DASHBOARD

AGE PROFILE - NON-SCHOOLS

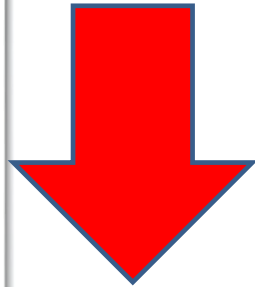


QUARTER 1 2018/19 DASHBOARD

ATTENDANCE - NON-SCHOOLS

6

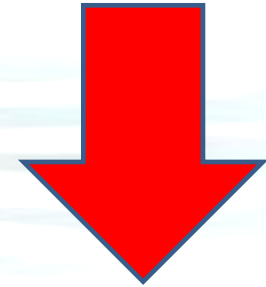
DAYS LOST PER FTE AT 30/06/2018



30/06/2017
2.15

2.86

30/06/2018
2.86



Downturn of 0.71

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TOP 4 REASONS

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

QUARTER 1 2018/19 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

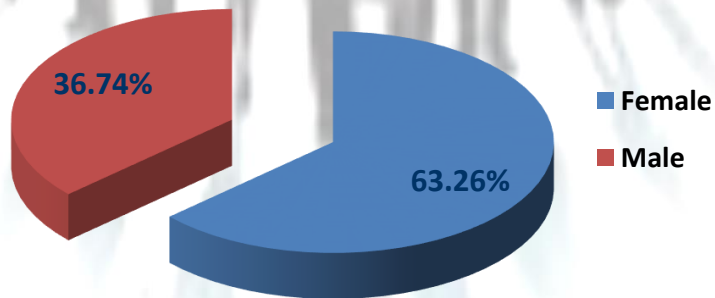
MALE

992
(36.74%)

FEMALE

1,708
(63.26%)

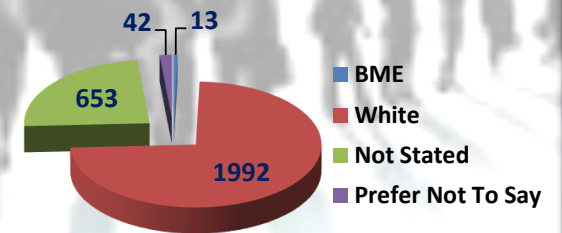
GENDER BREAKDOWN (%)



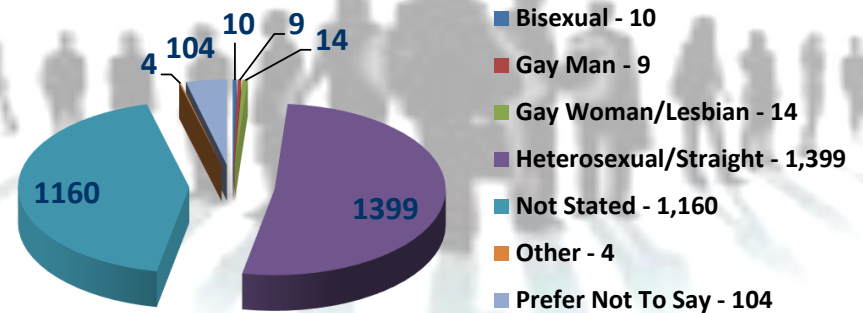
ETHNICITY

BME - 13
WHITE - 1,992
PREFER NOT TO SAY - 42
NOT STATED - 653

ETHNICITY BREAKDOWN



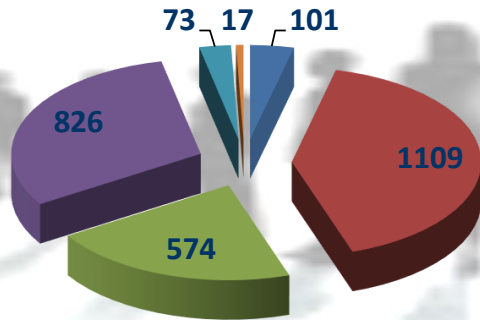
SEXUAL ORIENTATION



QUARTER 1 2018/19 DASHBOARD

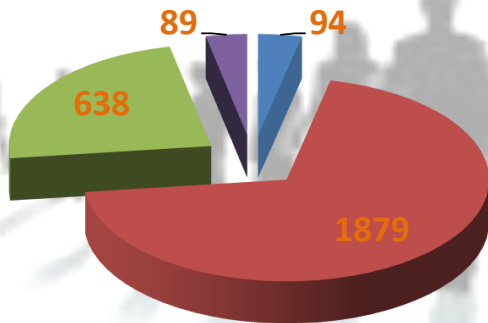
EQUALITY AND DIVERSITY - NON-SCHOOLS

MARITAL STATUS



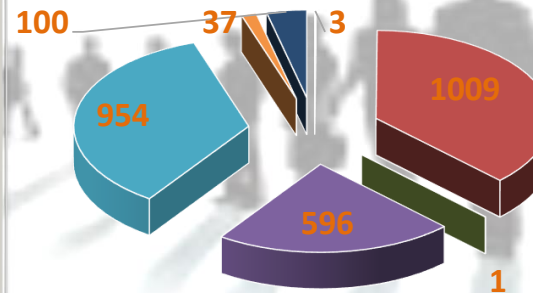
- Divorced / Dissolved Civil Partnership - 101
- Married / Civil Partnership - 1,109
- Not Married or in Civil Partnership - 574
- Not Stated - 826
- Prefer Not To Say - 73
- Widowed / Surviving Civil Partner - 17

DISABILITY



- Yes - 94
- No - 1,879
- Not Stated - 638
- Prefer Not To Say - 89

RELIGION OR BELIEF



- Buddhist - 3
- Christian - 1,009
- Jewish - 1
- None - 596
- Not Stated - 954
- Other - 37
- Prefer Not To Say - 100

QUARTER 1 2018/19 DASHBOARD

TURNOVER AND STABILITY - NON SCHOOLS

LEAVERS - Q1

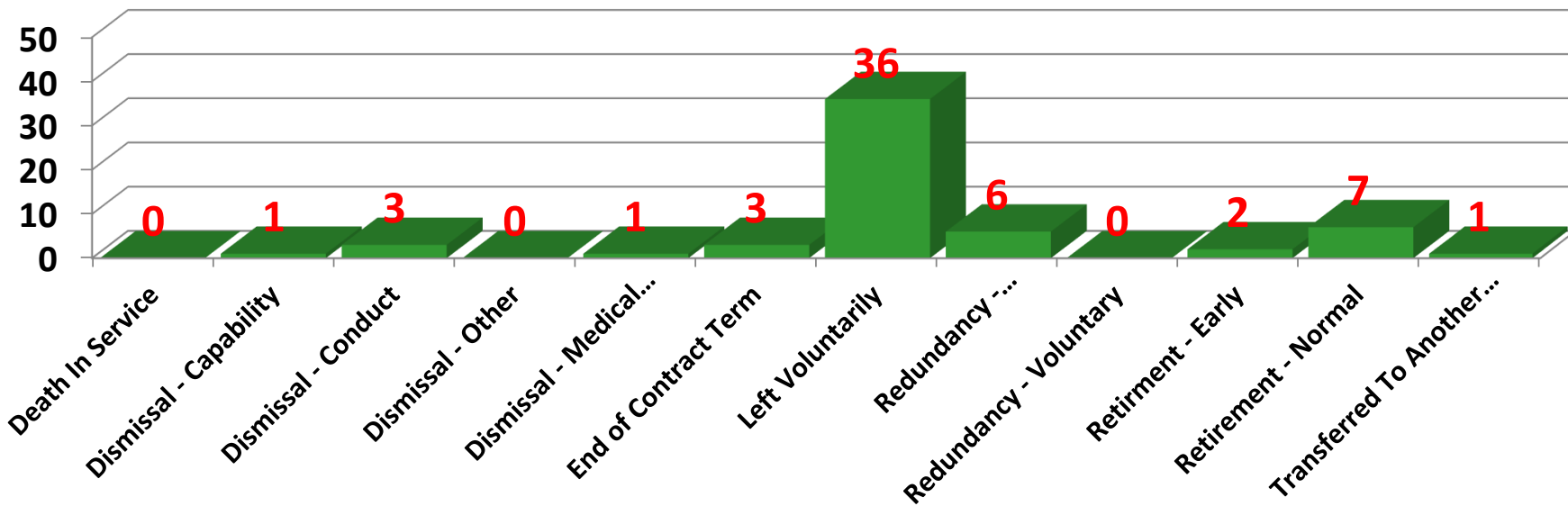
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LEAVERS - 2018/19

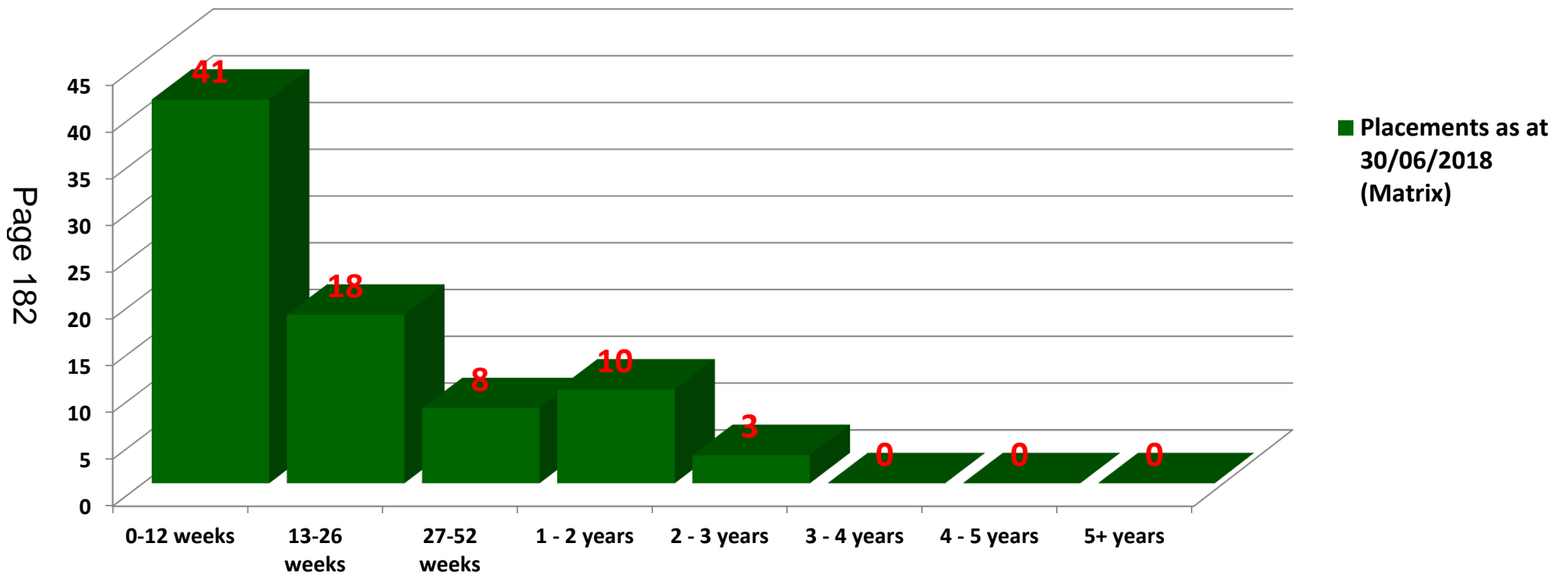
60

LEAVER REASON - Q1

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Agency Tenure Management Q1



QUARTER 1 2018/19 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,192

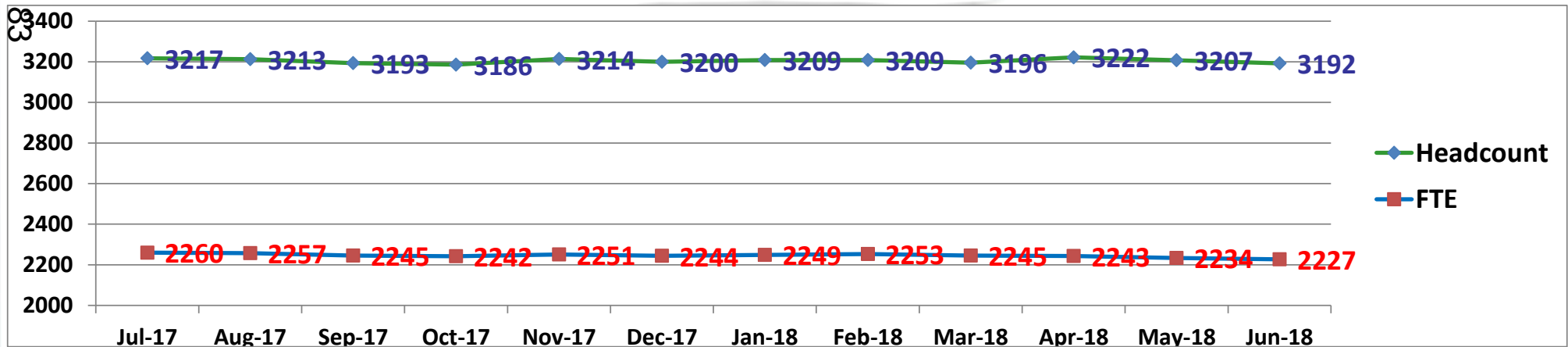
TOTAL FULL TIME EQUIVALENT

2,227

01/04/2018 **3,222** Decrease of 30 people (-0.93%) 30/06/2018 **3,192**

01/04/2018 **2,243** Decrease of 16 FTE (-0.71%) 30/06/2018 **2,227**

HEADCOUNT AND FTE - 12 MONTH TREND

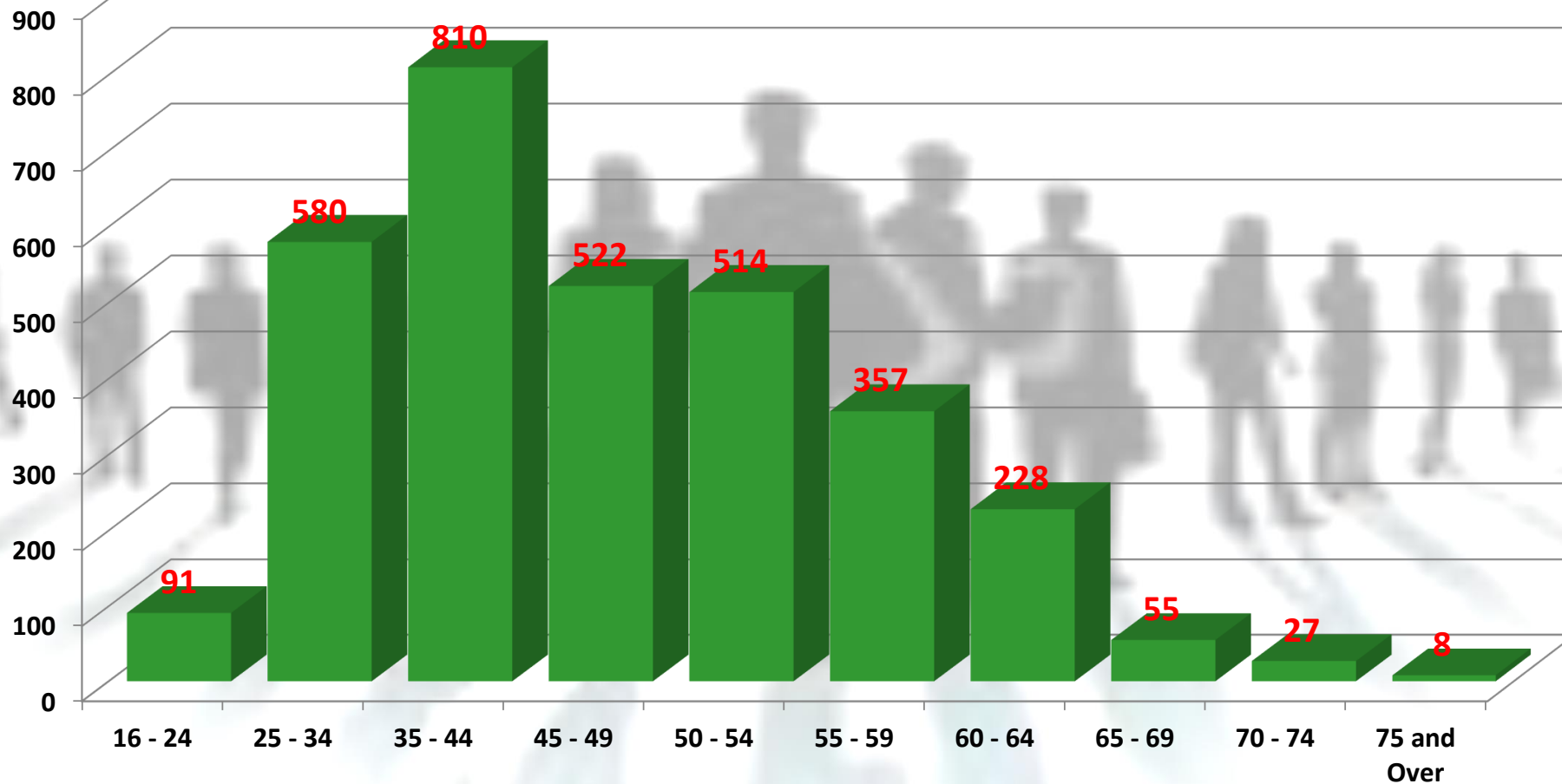


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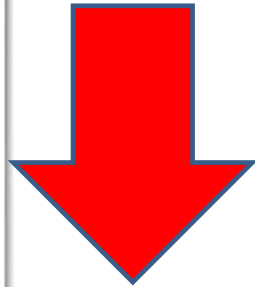
QUARTER 1 2018/19 DASHBOARD

AGE PROFILE - SCHOOLS

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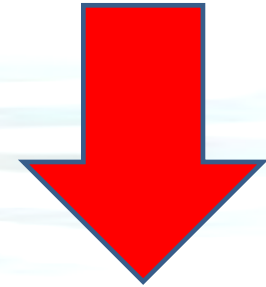
DAYS LOST PER FTE AT 30/06/18



30/06/2017
1.57

2.29

30/06/2018
2.29



Downturn of 0.72

TOP 4 REASONS

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

QUARTER 1 2018/19 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

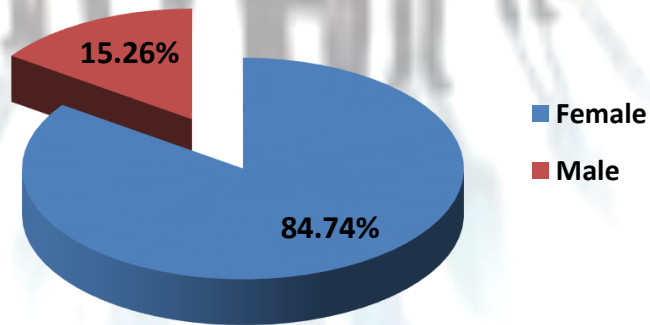
MALE

487
(15.26%)

FEMALE

2,705
(84.74%)

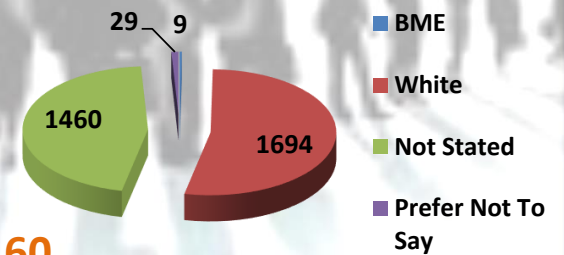
GENDER BREAKDOWN (%)



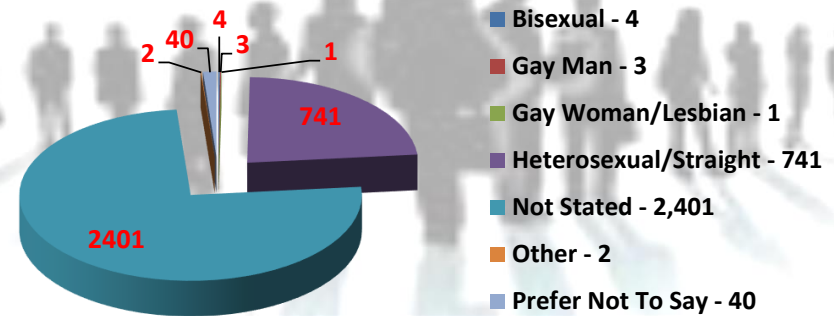
ETHNICITY

BME - 9
WHITE - 1,694
PREFER NOT TO SAY - 29
NOT STATED - 1,460

ETHNICITY BREAKDOWN (%)



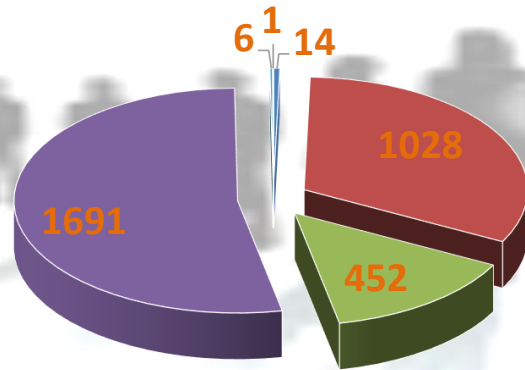
SEXUAL ORIENTATION



QUARTER 1 2018/19 DASHBOARD

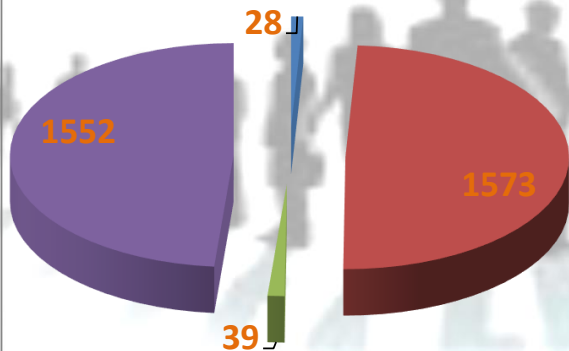
EQUALITY AND DIVERSITY - SCHOOLS

MARITAL STATUS



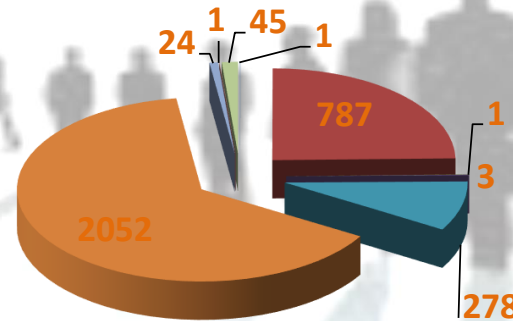
- Divorced / Dissolved Civil Partnership - 14
- Married / Civil Partnership - 1,028
- Not Married or in Civil Partnership - 452
- Not Stated - 1,691
- Prefer Not To Say - 6
- Widowed / Surviving Civil Partner - 1

DISABILITY



- Yes - 28
- No - 1,573
- Prefer Not To Say - 39

RELIGION OR BELIEF



- Buddhist - 1
- Christian - 787
- Hindu - 1
- Muslim - 3
- None - 278
- Not Stated - 2,052
- Other - 24
- Sikh - 1
- Prefer Not To Say - 45

QUARTER 1 2018/19 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

LEAVERS - Q1

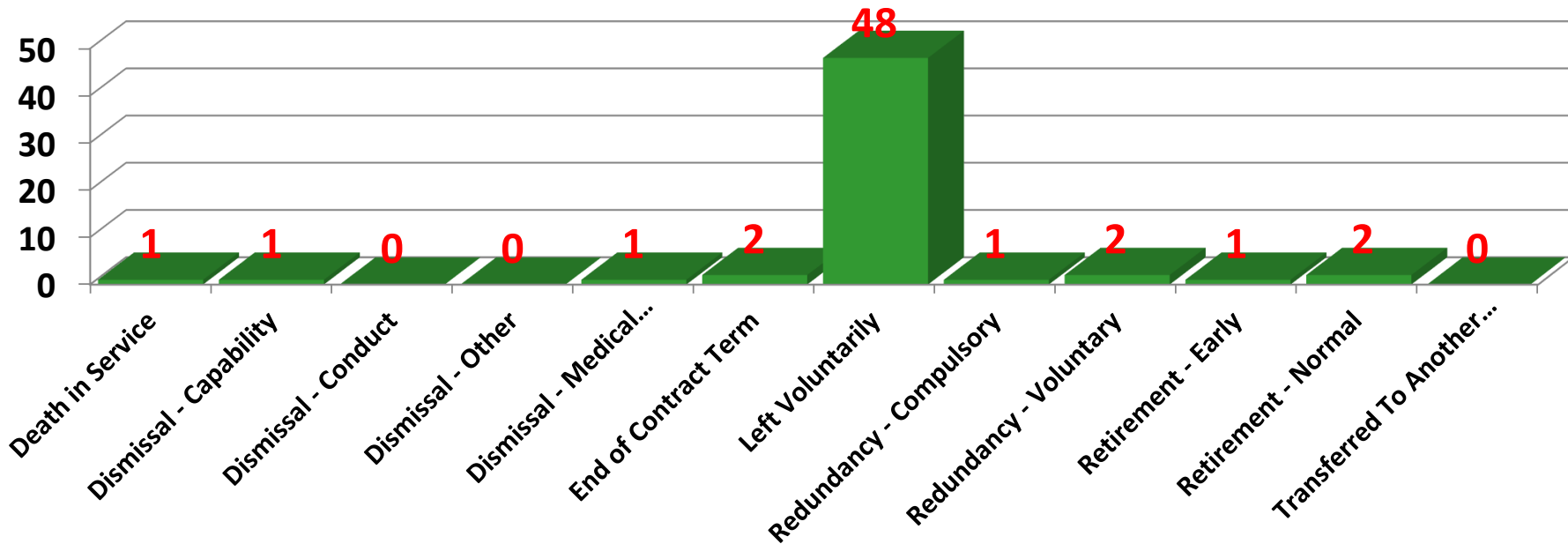
59

LEAVERS - 2018/19

59

LEAVER REASON - Q1

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 15 November 2018
Report Subject	Flintshire Community Endowment Fund – Annual Report
Cabinet Member	Leader of the Council and Cabinet Member for Finance & Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive and Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The Flintshire Community Endowment Fund (the Fund) was established in September 2013 with Cabinet approval to transfer approximately £200k of sixteen educational trust funds - which were moribund or ineffective - to the Community Foundation in Wales.

The Fund has since been managed by the Community Foundation in Wales and local grants have been awarded by a grants panel. This report gives an update on the progress and performance of the Fund since it was last reported in January 2017.

In addition the report updates on the transfer and performance of the Clwyd tripartite Welsh Church Act Fund (Clwyd WCAF) which was administered by the Council on behalf of Flintshire, Denbighshire and Wrexham Councils prior to transfer to the Community Foundation in Wales earlier this year.

RECOMMENDATIONS

1	Members support the work of the Community Foundation in Wales on behalf of the Council.
---	-----------------------------------------------------------------------------------------

REPORT DETAILS

1.00	EXPLAINING THE FLINTSHIRE COMMUNITY ENDOWMENT FUND
1.01	This Fund has been managed by the Community Foundation in Wales since 2013. A report on the Fund's progress and performance is provided regularly by a representative from the Community Foundation in Wales. The latest report is attached at Appendix 1.
1.02	The financial performance of the Fund continues to be strong with the value of the endowment having grown by 20% from £178,975 in 2013 to £215,067 as at 30 th September 2018.
1.03	Grants totalling £37,322 have been awarded since 2013. A grants panel meeting was held in April 2018 and grants were awarded to 3 groups and 2 individuals totalling £3,240. Further information about these awards will be provided as part of the presentation to this committee.
	Flintshire Welsh Church Act Scheme
1.04	The Welsh Church Act Fund is a charitable Trust Fund governed by the Welsh Church Act 1914. The Act separated and dis-established the Welsh part of the Church of England. The Welsh Church Act Trust was established from the proceeds and assets, which were distributed evenly amongst the former County Councils in Wales, and further divided between the Unitary Authorities with their establishment in 1996. All authorities are required to draw up an appropriate scheme (of governance), under section 19 of the Act. Our scheme was approved by the Secretary of State for Wales in April 1999.
1.05	The objectives of the Clwyd WCAF are broad - covering voluntary organisation support, arts, social and recreational activities, as well as support for church and chapel restorations. Grants of up to £500 are considered for churches and chapels, and grants for recreational and educational achievement up to £200 per individual and up to £300 for voluntary organisations.
1.06	The Clwyd WCAF was administered by the Council on a lead authority basis for Flintshire, Denbighshire County Council and Wrexham County Borough Council. It was referred to as the tri-partite scheme. The trustee of the Clwyd WCAF was the Responsible Finance Officer for Flintshire County Council, currently the Corporate Finance Manager.
1.07	In January 2018 it was agreed that future Welsh Church Act Fund awards be integrated with those of the Flintshire Community Endowment Fund. This has streamlined the process and maintained the involvement from the Flintshire Local Voluntary Sector.
1.08	A grants panel meeting was held in July 2018 and grants were awarded to 7 organisations and 3 individuals totalling £3,539. Further information about these awards is provided as part of the presentation to this committee.

2.00	RESOURCE IMPLICATIONS
2.01	The transfer of the management and administration of both the Clwyd Welsh Church Act Fund and the transfer of the Educational Trust Funds has been beneficial in the effective use of the available funds.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Community Endowment Fund and Welsh Church Act Fund continue to be promoted on the Council's website. Councillors are requested to signpost those who might be eligible to apply.

4.00	RISK MANAGEMENT
4.01	<p>Financial risks to the Fund and the Clwyd WCAF include reduced rates of interest being earned on the investment portfolio and potential losses from a fall in the value of instruments where investments are held, both linked with general market conditions, and limited growth of the Fund through the support of donors and philanthropists.</p> <p>Risk is managed by the Community Foundation in Wales according to its investment strategy and is scrutinised quarterly by the Foundation's Finance, Risk and Investment Committee.</p>

5.00	APPENDICES
5.01	Flintshire Community Endowment Fund – Impact report November 2018

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>Contact Officers: 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>Community Foundation in Wales: The Community Foundation in Wales is a unique charity which promotes and manages philanthropy. Their role is to strengthen communities in Wales by awarding grants to projects that make a sustainable impacts on local needs, and to help their clients make the most of their charitable giving.</p> <p>Endowment Fund: A financial asset, typically held by a non-profit organisation, which contains the capital investments and related earnings leveraged by the non-profit organisation to fund the overall mission or objective.</p> <p>Welsh Church Act Fund: The Welsh Church Act 1914 is an Act of Parliament under which the Welsh part of the Church of England was separated and dis-established. The Welsh Church Act Trust was established from the proceeds and assets, which were distributed evenly amongst the former County Councils in Wales and further divided between the Unitary Authorities with their establishment in 1996.</p>



COMMUNITY FOUNDATION
IN WALES
SEFYDLIAD CYMUNEDOL
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FLINTSHIRE COMMUNITY FUNDS IMPACT REPORT OCTOBER 2018

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Fund Statements	7
Summary of Grants	10
Case Studies	15
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• North Wales Superkids	
• Hawarden Grant	

Front cover – Music in Hospitals and Care

COMMUNITY FOUNDATION IN WALES NEWS

It's been quite a year for us here at the Community Foundation in Wales, as we said goodbye and good luck to Misia Kuczys - Grants Administrator, Sarah Morris - Office Administrator and Mari-Wyn Elias-Jones - Development Manager as they moved on to pastures new.



Richard Williams our Chief Executive - who started in September 2017- took this opportunity to think about the overall staffing structure of the organisation. In

the early New Year, we welcomed Carol Doyle and Jessica Davies to the new roles of part-time Finance Assistant and full-time Grants Officer respectively. The role of Development Manager was split into 2 part-time roles to reflect the two very different elements of work – we appointed Katy Hales to the role of Manager, Donor Advised Giving in September 2018. The other post will focus on work with Trusts and Foundations, we hope to appoint to this post in late Autumn.

It was an initiation by fire for Richard as we hosted UKCF's Bi-annual conference in Cardiff in what was his second week at work. It was however a great chance for Richard to get a good understanding of the network, of our work and to build working relationships with some of the other Chief Executives across the UK. As a result of the conference and from speaking with others Richard quickly recognised the need for the Community Foundation in Wales to be more visible to our audience and our stakeholders, which has led to the creation of a new role within the organisation for a Communication and Marketing Officer – Anoushka Palmer, joined us in August and has rapidly settled into this new and exciting role.

New Programmes

With UKCF and the Community Foundation network, we have been working with the Home Office to distribute funds to promote cultural understanding and build more resilient communities as part of its Counter Extremism Strategy. Projects will focus on tackling prejudice and discrimination, build community vision and a sense of belonging, and increase levels of trust and cooperation between individuals.

Homelessness is becoming more and more evident especially in Cardiff, in partnership with Cardiff County Council and the Big Issue we launched a new fund in Cardiff called Give DIFFerently, to tackle the issue of rough sleeping by encouraging public donations via innovative contactless payment technology to a fund that will distribute small grant funding. A referral agency will apply for grants to support individuals to make and sustain changes to prevent homelessness and causes related to or leading to homelessness. The Fund will award grants for example, to purchase appropriate clothing for interviews and/or employment or to purchase furniture/household items for a rough sleeper who has moved into a tenancy.

We are working with Nationwide Building Society on a homelessness based project to support local housing projects in across Wales, to give even more people a place fit to call home. With these grants, we will fund projects that provide housing services to people in need and support the most vulnerable. For example it could fund disability aids for supported living to enable the elderly

to live independently at home for as long as they are able and willing to.

In partnership with Oak Foundation, we are managing a Transformation and Growth Fund. This fund is looking to support groups across areas of South Wales working in the homelessness sector to build capacity to improve governance and to strengthen

infrastructure helping them become more competitive in the everchanging and difficult funding environment we are currently facing.

FUND HISTORY & OVERVIEW

HISTORY

The Flintshire Community Endowment Fund was established in September 2013 following the decision by Flintshire County Council to transfer the assets obtained following the closure of a range of historic trust funds to a new 'umbrella' Fund at the Community Foundation in Wales. The Fund was officially launched in November 2013 at Airbus in Broughton. The value of the endowment on transfer was £178,975.

In March 2018, the Clwyd Welsh Church Act Fund was transferred to the Community Foundation in Wales. The value of the fund on transfer was £537,497. The Community Foundation in Wales was also instructed to undertake the grantmaking element for Flintshire, using the skills of the panel already set up for the Community Endowment Fund.

Although not a County Council transfer, in 2013 we were transferred the endowment for the Hawarden & District

relief in Need Fund, to the value of £255,594.

The grant making for the fund is managed internally by the grants team at the Community Foundation. As the name suggests, the Fund supports those in Hawarden and District who may be in crisis and/or vulnerable and are struggling with limited resources.

OVERVIEW

Flintshire Community Endowment Fund & Flintshire Welsh Church Art Fund grants are now awarded twice a year. The Fund has its own grants panel which is made up of six members, each with good knowledge and experience of the needs within Flintshire. The members are nominated by the Council and serve for a minimum period of three years. The current members are:

- Karen Armstrong, Flintshire Council Officer
- Trevor Jones, Flintshire Council Officer

- Aaron Shotton, Leader, Flintshire County Council
- Cllr. Christopher Bithell, Flintshire County Council
- Cllr. Clive Carver, Hawarden Community Council and Flintshire County Council
- Heather Hicks, Flintshire County Voluntary Council.

The Panel is chaired by a senior staff member of the Community Foundation in Wales. Panel recommendations are presented to the Foundation's board of trustees which reviews and ratifies grant decisions. The input and knowledge of panel members has been invaluable and ensured that all grant decisions are made locally, informed by knowledge of local needs and priorities.

All grants are awarded subject to strict terms & conditions and are monitored after twelve months to ensure compliance with the terms of the grant and to measure the impact of the grants on individuals and communities.

FINANCIAL PERFORMANCE

INVESTMENT PORTFOLIO

The total value of the Foundation's investment portfolio at 30 September 2018 is £15m.

In accordance with our investment strategy, which manages risk through a diversified portfolio split between three investment managers, the endowment is invested with Rathbones, M&G Investments, and CCLA.

The Performance of the investment managers is monitored on a regular basis by the Foundation's Finance Manager and scrutinised quarterly by the Finance, Risk & Investment Committee.

A full review of our Investment Managers is carried out every three years. The next review will take place early 2019.

The Foundation has also now adopted a total return policy for its investment

portfolio. Each year our trustees recommend the annual distribution pot available for grant-making. This approach enables us to be more responsive to the needs of communities and our fundholders. It also allows us to be more efficient with our endowment, ensuring that the assets spend as much time invested as possible. Over time we are confident that this will generate greater overall returns for our fundholders and therefore higher levels of grant-making for our beneficiaries.

INVESTMENT ENVIRONMENT

It remains a somewhat challenging investment environment with the underlying strength of the global economy providing a positive backdrop for global earnings, but balanced against the negative developments associated with Trump's trade war, rising interest rates, a stronger dollar and geopolitical issues, including Brexit.

Overall, while certain concerns will likely mean some volatility, the underlying global economy remains relatively robust with a recession looking unlikely at this stage. Valuations look reasonable and as investors we are still getting paid to take some risk which continues to look sensible, albeit on a cautious basis.

ASSET ALLOCATION & RETURNS

Our asset allocation is as follows:

UK equities:	48%
Overseas Equities:	30%
Fixed interest:	11%
Alternatives:	7%
Cash:	4%

Over the last 12 months (1 Oct 2017 to 30 Sep 2018) the total return across the portfolio has been 6.4%.

FUND STATEMENT

FLINTSHIRE COMMUNITY ENDOWMENT FUND

	Income & Expenditure	Endowment	Total
Income			
Initial capital endowed	-	178,975	178,975
Top-sliced income for grant-making	20,000	-	20,000
Investment income received (2013-2017)	35,124	-	35,124
Investment income (recommended distribution for f/y 2018/19)	7,133	-	-
Total income	62,257	178,975	241,232
Expenditure			
Grants (2013-)	38,807	-	38,807
Annual core cost contribution (2013 -)*	21,008	-	21,008
Total expenditure	59,815		59,815
Gains/(losses) on investments	-	36,092	36,092
	2,442	215,067	217,509

* Includes projected annual core cost contribution for f/y 2018/19

FUND STATEMENT

CLWYD WELSH CHURCH FUND

	Income & Expenditure	Endowment	Total
Income			
Initial capital endowed	-	537,497	537,497
Initial income received	-	12,549	12,549
Investment income (recommended distribution for f/y 2018/19)	20,000	(20,000)	-
Total income	20,000	530,046	550,046
Expenditure			
Grants (2018-)	3,539	-	3,539
Annual core cost contribution (2018 -)*	-	9,406	9,406
Total expenditure	3,539	9,406	12,945
Gains/(losses) on investments	-	44,364	44,364
	16,461	565,004	581,465

*Includes one off set-up core cost contribution

FUND STATEMENT SUMMARY

(INCLUDING HAWARDEN & DISTRICT RELIEF IN NEED FUND)

	Flintshire Community Endowment Fund		Clwyd Welsh Church Act Fund		Hawarden & District Relief in Need Fund		Total
Capital for investment as at 30 Sep 2018	£	215,067	£	565,004	£	331,816	£ 1,111,887
Recommended grants distribution pot for f/y 2018/19	£	5,682	£	20,000	£	43,657	£ 69,339
Grants made this f/y as at 30 Sep 2018	£	3,240	£	3,539	£	4,093	£ 10,872
Remaining recommended grants distribution pot as at 30 Sep 2018	£	2,442	£	16,461	£	39,564	£ 58,467
Total Fund value 30 Sep 2018	£	217,509	£	581,465	£	371,380	£ 1,170,354

SUMMARY OF GRANTS AWARDED

Flintshire Community Endowment Fund – March 2018

	Grant Applicant	Project Summary	Amount Awarded
Groups			
1	Cylch Meithrin Terrig	The Peepie programme structure is made up of 5 strands of learning and development 1. Communication 2. Early Literacy 3. Early Maths 4. Personal, social and emotional 5. Health benefits.	£750
2	Live Music Now Wales	The project will provide young people at risk in Troi Rownd and Canolfan Enfys pupil referral units with half-day professional music workshops, targeting improvements in engagement, communication and creativity.	£510
3	River and Sea Sense Ltd	RASS Will provide workshops, lessons and events educating young people as to the dangers of Open Water and will teach safeguarding and CPR in Flintshire schools, events and in youth groups	£980
Individuals			
4	Male	Towards to cost of climbing training and competition expenses	£500
5	Female	Towards to cost of an educational expedition to Sri Lanka as part of Degree course	£500
			£3,240

Flintshire Welsh Church Act Fund – July 2018

Groups			
1	All Saints Church, Higher Kinnerton	To renew and reinforce the louvres in the church tower	£360
2	Bretton Methodist Church	Refurbishment of kitchen facilities	£500
3	Capel Bethel, Caerwys	Replace and refurbishment of toilet facilities	£500
4	Capel Gad Cilcain	Towards the cost of repairs to the church back wall	£500
5	Music in Hospitals	To fund 2 live music concerts within residential homes in flintshire.	£279
6	North Wales Superkids	Towards the cost of renting a secure storage for items given as part of the annual Toy Box Appeal	£300
7	St Mary's Church, Treuddyn	Contributions towards the repairs of the church roof	£500
Individuals			
8	Male	Towards the cost of badminton training and competition expenses	£200
9	Male	Towards the cost of badminton training and competition expenses	£200
10	Female	Towards the cost of badminton training and competition expenses	£200

£3,539

Hawarden & District Relief in Need Fund since 2013

Groups			
1	Beechwood Road Garden Project	The creation of a community garden on a piece of currently unused land in the middle of a housing estate	£1,000
2	Douglas Place Lunch Club	To replace tables and chairs for a luncheon club	£750
3	North Wales Energy Advice Centre	To replace the boiler for a client - Mrs Hewitt	£750
4	Neuro Therapy Centre (NTC)	To purchase tables to refresh the lounge area, as a welcoming environment for service-users.	£750
Individuals			
5	Family	To replace the beds of a family with medical conditions	£750
6	Female	To purchase a laptop, books and PSE for a diploma in animal care.	£750
7	Male	Towards the cost of a training course and ice-hockey kit.	£750
8	Male	A grant was awarded to purchase a microwave and bedroom furniture	£677
9	Male	To purchase white goods and furnishings for new home after fleeing domestic abuse.	£621

10	Female	A grant was awarded to purchase new clothes and bedding, storage and a new bed.	£700
11	Female	To purchase a washing machine and dryer for a family with an autistic child to ensure his needs are met.	£480
12	Female	To purchase an adapted bed to suit the needs of someone with disabilities	£650
13	Female	Towards living costs whilst undertaking a Masters Degree	£500
14	Family	To pay for the transport costs of a holiday	£586
15	Female	A grant was awarded to purchase bedroom furniture and a tumble dryer.	£640
16	Male	To purchase a laptop, bag and printer to support educational studies.	£400
17	Female	A grant was awarded to purchase a new cooker and a stair carpet.	£550
18	Family	For a residential educational trip to Llangrannog	£480
19	Family	A grant was awarded to purchase bedroom furniture.	£750

20	Female	A grant was awarded to purchase carpet for the stairs and landing	£475
21	Female	A grant was awarded to purchase a fridge/freezer, washing machine and tumble dryer.	£600
22	Female	A grant was awarded to purchase bedroom carpet.	£390
23	Family	A grant was awarded to purchase some new clothing for the family, and some items of furniture to help make their life more manageable.	£2,020
24	Family	A grant was awarded to purchase new carpet and a sofa to help make their life more comfortable.	£750
			£16,769

CASE STUDIES

River and Sea Sense (RASS) was set up as a positive response to the tragic death of 15 year old Christopher Turnbull who drowned at Capel Curig on 14th August 2006.

A strong, handsome young man, an excellent swimmer, rugby player, leader and a good friend. On this fatal day no one could save him. One of his close friends tried but the current prevailed.



Over the past 10 years RASS has educated over 195,000 young people and adults across North Wales and beyond as to the dangers of open water. Because of the strain on our emergency services it was decided that if RASS added CPR and SABL workshops by trained RLSS Instructors this would help in many ways to reduce incidents where people were rescued and aid in the saving of lives using the education taught on a peer to peer basis. RASS works with all the

emergency services across the UK and is part of the UK Drowning Prevention Strategy. A project for 2017 worked with the Welsh Baccalaureate on a Drowning Prevention project created to teach Water Safety in a peer to peer manner saving even more lives.

There are a number of 'Hot Spots' in the local area and across North Wales where young people visit on a regular basis to have fun and which often are having to be chased away or rescued by our emergency services.

RASS provides workshops – presentations – sos events to young people and adults in particular the age range of 8 to 21. Statistics released recently and every year state that the main age for drowning is between 14 and 17 and the majority are boys. Alcohol plays a significant part as does peer pressure – however in some cases the people who drown had no intention of going in the water – this is due to poor education of the danger around open water.

Workshops For Young People/Adults – The workshops cover the story of how Christopher drowned which has a powerful impact on all. Some of the main points are CPR/SABL by trained RLSS Facilitators – Cold Water Shock – Peer Pressure – Alcohol and Drowning – Taking Responsibility For Yourself And Others – I.C.E Mobile Phone Awareness – Different areas identified i.e River Sea Quarry Reservoir Man made Open

Water Areas – Riptides – What To do In Emergency – What it's like to lose a child.

For younger children RASS runs a bespoke workshop – for the school or group – encouraging interactive responses and young people really enjoy the quiz at the end – this is invaluable as it proves how much information has been taken in. Although the sessions are fun the children absorb the seriousness of the story as it unfolds.

A grant of £980 from **Flintshire Community Endowment Fund** supported RASS to run the following workshops -

- Hawarden High School - 4 Workshops
- Argoed High School - 6 Workshops plus Welsh Bac Project
- Buckley Mountain Lane - 8 Workshops



North Wales Superkids founder Margaret Williams MBE has spent all her working life with children and vulnerable families. She has seen many situations where there are high levels of financial difficulties, domestic violence, critical and terminal illness, and mental health issues. On retirement from work as a social worker, it was made very obvious that the level of support was not going to continue for the families and would stop upon her retirement. After much soul searching and long talks with likeminded people, Margaret decided to form North Wales Superkids, and so in late May 1999 Superkids came into being.

It is hard to imagine that in this day and age, that there are children in families where even a basic Christmas will not be happening, and at no fault of the parent and certainly not the child, all for a very wide number of reasons. Social security issues, fleeing domestic abuse, fire, burglary, ill health and sheer poverty are all reasons why families might find themselves unable to buy presents in the run up to Christmas. This is why Superkids have their Christmas Toy Box Appeal which was funded in June 2018 with a grant of £300 towards renting a storage box for the Christmas Toy Box Appeal from the **Flintshire Welsh Church Act Fund**.



Every year Superkids hears about a growing number of children and families in these circumstances, and every year needs more and more new presents to bag up and send out to children and young people aged from 1-18years. It also supports vulnerable care leavers, aged 18-25 years that no longer have a family network and have possibly been in care for many years. These are children who will not be having presents unless Superkids hear about them. The numbers have risen significantly and Christmas 2015 saw Superkids handing out 1,375 bags. This is a bag of presents carefully selected as age appropriate and based on each youngster's interests. Not easy when you need an average of 14,000 presents that need to be bought, collected from drop off, sorted into categories, and then bagged. In 2016 it gave out 1,301 sacks of presents, and 2017 saw us give out a huge 1,476 sacks.

Margaret and her team of volunteers actively pursue a vision of alleviating some of the “**so many sad cases**” of some desperate families across North Wales who cannot afford festive gifts for their children due to social circumstances.

Margaret, who was awarded an MBE for her charitable work, puts all her effort into working with social agencies who put forward a child they think deserves this service by filling out a form of their age, gender, hobbies and personality traits which the team then use to choose suitable gifts.



The following is correspondence received from a recipient of **Hawarden and District Relief in Need Grant** funding. This family has received three grants from the fund, one for the family, and one for each of the children. Mum herself struggles with a number of rare conditions and disabilities. Her husband is unable to work, as her illness means she needs care 24/7. The first grant awarded to the family was for new beds to enable the family to get some better quality sleep. A dual mattress bed would especially allow the husband to sleep better knowing that his wife is more comfortable and in less pain as she will be able to adjust the bed according to her needs without disturbing him.

'I wanted to let you know how well X and Y are doing since we last spoke. X completed a first year in college and left with 3 Distinctions, 2 Passes and 2 Merits! X has now gone back to college to complete a level 3 Animal management course. Northrop College also picked up that X is severely Dyslexic and has visual stress which means the need for blue overlays for any type of reading and writing, the college also gives X extra time in exams and to undertake course work.

Y has come so far in ice hockey and is doing extremely well also. Y is now the designated net minder. Y recently had the opportunity to play in the Sheffield ice

hockey tournament and did absolutely amazing, making saves I didn't think we're possible! Y claimed second place in the tournament having only just missed out on the All Star's shirt for first place, bless him. Y is now looking for sponsorship and may possibility be put forward to play at conference level!

I'm so proud of how far they have both come and wanted to show you what the funding has helped them both to achieve. Somebody from the club has anonymously and very kindly sponsored subs until Xmas, we are so grateful as we were really struggling to pay this due to changes in the benefits system.

Thank you all once again'





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