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Contact Officer:
Sharon Thomas 01352 702324
sharon.b.thomas@flintshire.gov.uk

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

8 February 2019

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, 14th February, 2019 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 - 14)

Purpose: To confirm as a correct record the minutes of the meeting on 17 January 2019.

4 ACTION TRACKING (Pages 15 - 18)

Report of Democratic Services Manager -

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

5 FORWARD WORK PROGRAMME (Pages 19 - 24)

Report of Democratic Services Manager -

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

6 COUNCIL FUND BUDGET 2019/20

Purpose: To receive a verbal update on the work being undertaken following County Council on 29 January to advise the budget setting at County Council on 19 February (noting the all Member workshop to be held after the Corporate Resources Overview & Scrutiny Committee meeting).

7 DEVELOPMENT OF CAPITAL PROGRAMME 2019/20 – 21/22 (Pages 25 - 48)

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

Purpose: To present the Capital Programme for the period 2019/20 to 21/22.

8 CAPITAL STRATEGY INCLUDING PRUDENTIAL INDICATORS 2019/20 - 2021/22 (Pages 49 - 68)

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

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

9 QUARTER 3 COUNCIL PLAN 2018/19 MONITORING REPORT (Pages 69 - 154)

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

Purpose: To review the levels of progress in the achievement of activities, performance levels and current risk levels as identified in the Council Plan 2018/19.

10 WELSH LANGUAGE PROMOTION STRATEGY (Pages 155 - 188)

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

Purpose: To note and support the final draft of the Welsh Language Promotion Strategy incorporating feedback from consultation.

11 **WORKFORCE INFORMATION REPORT QUARTER 3 2018/19** (Pages 189 - 210)

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

Purpose: To consider the Workforce Information Report for Quarter 3 of 2018/19.

12 **REVENUE BUDGET MONITORING 2018/19 (MONTH 9) AND CAPITAL PROGRAMME MONITORING 2018/19 (MONTH 9)** (Pages 211 - 262)

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

Purpose: To provide the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account and the latest position on the Capital Programme 2018/19 (based on actual income and expenditure as at Month 9 projected forward to year end).

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

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

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

13 **ACCELERATED PAYMENT FACILITY** (Pages 263 - 268)

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

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

Yours sincerely



Robert Robins
Democratic Services Manager

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **17 JANUARY 2019**

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, 17 January 2019

PRESENT: Councillor Clive Carver (Chairman)

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

SUBSTITUTES: Councillors: Janet Axworthy (for Andrew Holgate) and Joe Johnson (for Dave Hughes)

ALSO PRESENT: Councillors Mike Peers and Carolyn Thomas attended as observers

APOLOGY: Councillor Billy Mullin, Cabinet Member for Corporate Management

CONTRIBUTORS: Councillor Aaron Shotton, Leader and Cabinet Member for Finance; Chief Executive; and Chief Officer (Governance)

Corporate Business & Communications Executive Officer - for minute numbers 79 and 81

Senior Manager, Human Resources and Organisational Development - for minute number 80

Corporate Finance Manager - for minute number 83

IN ATTENDANCE: Democratic Services Manager and Democratic Services Officer

The Chairman welcomed back Councillor Haydn Bateman following his recent illness.

74. DECLARATIONS OF INTEREST

None.

75. MINUTES

The minutes of the meeting held on 13 December 2018 were submitted.

RESOLVED:

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

76. ACTION TRACKING

The Democratic Services Manager presented the progress report on actions arising from previous meetings.

Councillor Jones referred to the outstanding action on costs for Out of County Placements which was a major risk shared by all Councils. As this had not been recognised in the Local Government Final Settlement for 2019/20 by Welsh Government (WG), he suggested that the Committee take action by writing to WG with support from other Councils.

The Chief Executive said that although no specific provision had been made, it was possible for variations to be allocated by WG at a later stage. He said that the Council and Local Government had made a strong evidenced case to WG on the matter over a period of time and that Members may wish to discuss the way forward collectively as part of the budget item at County Council on 29 January.

Councillor Shotton suggested that if the Committee wished to make such a case then an approach could be made to the Welsh Local Government Association (WLGA) as well as WG, to share intelligence collated across the Council. He suggested that this could make a more effective case perhaps involving the relevant Overview & Scrutiny Committees.

In preparation for the County Council meeting, the Chief Executive suggested that he approach the WLGA to seek support for the matter to be formally raised again with WG and for the item to be debated at the forthcoming WLGA Executive meeting. This action was proposed by Councillor Jones in addition to a letter from the Committee to highlight the concerns. On being put the vote, this was agreed.

Following comments by Councillor Heesom, Councillor Carolyn Thomas, Cabinet Member for Streetscene and Countryside - who was present in the public gallery - provided clarification on transport matters. The Chief Executive said that details on the A494-A55 'Red Route' scheme would be requested from WG to share with the Committee.

RESOLVED:

- (a) That the report be noted; and
- (b) That a letter to be sent to Welsh Government and WLGA to formally propose a new and specific national budget to meet the estimated additional costs of Out of County Placements across Wales.

77. FORWARD WORK PROGRAMME

The Democratic Services Manager presented the current Forward Work Programme for consideration. The following changes were agreed:

- Council Plan Quarter 3 report to be moved from March to February.

- Items to be scheduled on the Asset Register and Job Descriptions as requested by Councillor Woolley.

On the latter, the Chief Executive asked Councillor Woolley to clarify the reason for the two items following detailed information already shared.

On the Council Plan, Councillor Jones requested that the Committee receive a dashboard of measures to show performance across the Council at the March meeting. This matter would be discussed further under Agenda Item 9.

In response to comments from Councillor Heesom, the Chief Executive gave a brief overview of the Programme Boards set up to set and track financial efficiencies. As the meetings were informal, there were no published minutes although further information could be made available on request from specific Chief Officers.

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.

78. WHITE PAPER: REFORM OF FIRE AND RESCUE AUTHORITIES IN WALES

The Democratic Services Manager introduced a report to consider draft responses to the questions set out in the Welsh Government (WG) White Paper titled 'Reform of Fire and Rescue Authorities in Wales'. The Committee's views would be reported to County Council on 29 January to enable a formal response to be submitted by the consultation deadline of 5 February.

The Chief Executive and Chief Officer (Governance) explained that there was no evidence of the need to change within the White Paper and that the Council and Wales Audit Office were satisfied with current governance arrangements. They provided an overview of the suggested responses on the funding model, membership implications and the need for Fire and Rescue Authorities to become precepting rather than levying bodies.

The recommendations were proposed by Councillor Jones who said that if something was "not broken it should not be fixed". This was seconded by Councillor Woolley. It was agreed that the comment made by Councillor Jones would be reflected in the response.

RESOLVED:

That with the inclusion of view of the Committee that the current governance model works and is strong and therefore should not be altered, the responses to the questions in Appendix 2 of the report be endorsed to Council as the formal Flintshire response to the *Reform of Fire and Rescue Authorities in Wales* White Paper. The

sole change required is in financing, so that Fire and Rescue Authorities become precepting, rather than levying bodies.

79. DIVERSITY AND EQUALITY POLICY

The Corporate Business & Communications Executive Officer presented the revised Diversity and Equality Policy for consideration and comment prior to endorsement by Cabinet. The policy, originally approved in 2012, had been updated to reflect changes in legislation and working practices.

Although not a mandatory requirement, publication of the policy was considered good practice to demonstrate the Council's commitment to developing an inclusive workforce and high quality services which met people's needs. Attention was drawn to examples of work undertaken to comply with the policy and the various types of discrimination.

Following a request by Councillor Johnson, officers agreed to include reference to the Officers' Code of Conduct (in addition to the Members' Code of Conduct) within the policy. In response to comments about ongoing 'refresher' training for the workforce, senior officers and managers were exploring different ways of increasing completion rates on the e-learning modules.

RESOLVED:

- (a) That the updated Diversity and Equality Policy be supported for endorsement by Cabinet; and
- (b) That the actions being taken to improve completion rates of the equality e learning modules be supported.

80. ANNUAL REVIEW OF APPRAISALS

The Chief Executive introduced an update report with detailed completion levels of appraisals completed by services in addition to portfolios. The end of year position would be included within Council Plan reporting as a Key Performance Indicator (KPI).

The Senior Manager, Human Resources and Organisational Development advised that at the time of reporting, 91% of appraisals had been completed and scheduled across the Council. It had since been confirmed that a further 24 appraisals had been arranged in Streetscene & Transportation. In acknowledging the target of 100%, it was important to note the diversity of the workforce and routine practices of managing performance such as 1-2-1 and team meetings as well as the approach used in Social Services to conduct regular detailed recorded 'supervision' meetings. Assurance was given that work would continue with services and managers to monitor the completion and quality of appraisals.

The Chief Executive said that this was a positive report recognising that further improvements were needed to achieve the target. The focus on completing

meaningful appraisals linked to a forthcoming Cabinet report on pay modelling and pay progression which was drawn to Members' attention.

Councillor Jones welcomed the progress made and the inclusion of headcount numbers for each portfolio to provide context. Of those not achieving 100%, he praised the improved outturn for Streetscene & Transportation and questioned other services with a lower headcount and no appraisals scheduled.

The Chief Executive said that all appraisals were expected to be completed by the end of the financial year, particularly those portfolios with more static office-based teams.

The Senior Manager advised that the figures for Community & Enterprise were expected to increase following a period of change. The improvements in Streetscene & Transportation were partly due to the development of a bespoke model which met the needs of that service. She reported on a review being undertaken of back-office systems to further strengthen monitoring arrangements.

Councillor Jones reminded colleagues of the previous decision to invite Chief Officers to explain the reasons for their areas not achieving the target. This was acknowledged by the Chief Executive who suggested that the Committee wait until the end of the financial year to see whether figures were at an acceptable level. He advised that the appraisal models for employees of Theatr Clwyd and services transferred to Alternative Delivery Models - not included in the figures - were working well.

In welcoming the progress made, Councillor Axworthy said that the completion of appraisals was a key responsibility for managers and that failure to do this should be escalated to a more senior level. The Chief Executive gave assurance that the importance of completing quality appraisals was understood and expected, as demonstrated by the decision to include this as a KPI in Council Plan reporting.

Councillor Jones highlighted the Committee's involvement in raising the importance of completing appraisals which was acknowledged.

The Chairman thanked the Chief Executive and the Senior Manager and her team for their work.

RESOLVED:

- (a) That the Committee notes the progress made against the target set for the completion of appraisals for portfolios and the Council as a whole; and
- (b) That the Chief Officers be thanked for their work in making the progress so far but reminded that Committee is monitoring the position closely and reserves the right to call to account those who fail to achieve 100% completion by year end.

81. FINANCE AND BUSINESS PLANNING CYCLE

The Corporate Business & Communications Executive Officer presented a report illustrating the financial and business planning cycle and providing details of the range of Key Performance Indicators (KPIs) available to Overview & Scrutiny Committees to draw upon for performance reporting. Both items had been requested by the Committee.

The Committee was provided with a diagrammatic model of the financial and business planning cycle depicting three specific elements - financial, delivery and performance, and controls and external context. This was accompanied by a presentation to explain the development of the model and how it worked.

In thanking the officer and teams involved, Councillor Jones valued the level of detail and suggested more consistency in the use of headings. On timescales, he commented that the full set of portfolio plans and Council Plan should come first in order to inform the setting of Council Tax.

The Chief Executive spoke about the complex budget process and the need for business plans to be continuous, particularly to adapt to Government-led changes during the year - as reflected in the Chairman's written representations to Welsh Government (WG). He said that the development of the model, which would evolve over time, was useful in clarifying the process and timescales.

During discussion, the Executive Officer explained that portfolio plans contained benchmarking information and were therefore set after the Council Plan. Councillor Shotton referred to the Council Plan as a long-term strategy document.

Whilst recognising the complex process and hard work done by officers, Councillor Heesom expressed a view that there was no effective way of openly evaluating portfolio expenditure.

The Chief Officer (Governance) said that the points raised were accommodated within the three-stage budget process in which service expenditure levels supported by resilience statements were shared before considering all service proposals. The approach allowed time to focus on portfolio plans subject to any additional options which could be raised by Members at the County Council meeting later in the month.

In response to concerns from Councillor Heesom on financial management, the Chief Executive and Councillor Shotton gave an assurance that the Wales Audit Office resilience reports had reflected the Council's positive performance on efficiencies, cost-effectiveness and financial management. The potential significant increase in Council Tax would be a decision for Members taking account of the lack of alternative options.

Councillor Jones said that there were still opportunities for the Administration to identify a 'Plan B' to pull upon to bridge the remaining financial gap, to avoid a higher increase in Council Tax.

Councillor Shotton referred to the forthcoming budget discussion at County Council and the need to maintain pressure on WG for fairer funding to avoid the increased burden for Council Tax on Flintshire residents. After extensive discussions over recent months, the vast majority of Members had agreed that there were no other options remaining that were acceptable to the Council.

On the second part of the report, information on the KPIs across services was shared including some which were under development. The Chief Executive acknowledged Councillor Jones' points earlier in the meeting and suggested that the data could be collated for consideration at a workshop before the end of March to enable Overview & Scrutiny Committees to decide which measures were of most value. This was agreed by the Committee.

RESOLVED:

- (a) That the creation of the Finance and Business Planning Cycle diagrammatic model be welcomed and supported; and
- (b) That a workshop be held before the end of March to consider how the Council and particularly the Overview & Scrutiny Committees might best use the performance information for organisational planning and monitoring.

82. MEMBER COMMUNICATIONS: REPORTED CASES AND COMPLAINTS

The Chief Executive presented a report which summarised the work undertaken in response to a Notice of Motion endorsed by County Council in September on managing communications with elected Members.

A detailed action plan was circulated which provided information on the review undertaken of reporting and response systems. Amongst the findings, it was noted that response times across most services were positive with most complaints generated from those with greater public engagement. The report recognised the varying nature of enquiries and services, along with the different experiences of customers and Members.

The Chief Executive repeated the request made at County Council that Members report any cases and Trade Union colleagues had requested that these be accompanied by evidence to enable focus on those specific areas. No referrals had been received since September. Officers and Trade Union Officials shared concern that Members were at risk of being over-critical of officer performance here.

The Chief Officer (Governance) spoke about the challenge in tracking communications with elected Members given the volume of correspondence with officers. The suggestion of a Member workshop would help in discussing how best to use the reporting systems.

The Chairman spoke about his own experience in seeking responses from officers which varied. Explanation was given on the facility to divert work numbers to another device and the sharing of work-issued mobile numbers.

The Chief Executive spoke about the detailed work which had been undertaken across all service areas, and the action plan which went beyond the Standards which had been issued. Members were encouraged to contact the Customer Services & Registration Manager (Rebecca Jones) with any one-off non-urgent examples so that these could be logged whilst regular reports of non-compliance by teams should be referred to the Chief Executive or Chief Officer (Governance).

During discussion, Members acknowledged that the Standards applied to all and recognised that there were areas of good practice where officers consistently responded well, as demonstrated by the statistics.

RESOLVED:

- (a) That the Action Plan be supported; and
- (b) That the Committee supports the proposal for a Member workshop to review how Members can work with the reporting systems that the Council operates to receive the best service and support.

83. 2018/19 REVENUE BUDGET MONITORING REPORT (MONTH 8)

The Corporate Finance Manager presented a report on the revenue budget monitoring position for the Council Fund and Housing Revenue Account (HRA) as at Month 8 prior to consideration by Cabinet on 18 December 2018. The report reflected the budget position at the close of the financial year if all things remained unchanged.

The Council Fund was broadly on target with an operating surplus of £0.026m which was a positive movement of £0.351m compared with the previous month. The main changes related to the Council's allocation of £0.611m one-off grant from the Welsh Government (WG) Support Sustainable Social Services funding during 2018/19 to be used for the purposes set out in paragraph 1.04. Increased costs in Streetscene & Transportation were due to the need for additional school transport.

On planned in-year efficiencies, 97% or £5.326m were projected to be achieved.

On teachers' pay, confirmation had been received on the 2018/19 funding contribution of £0.784m to be passported in full to schools once received. Whilst this broadly covered the increased costs for 2018/19, the Final Settlement did not change the previous position which allowed the Council to provide a 1% uplift in the base funding of schools, meaning that schools would need to share the impact of costs for 2019/20.

The projected year-end balance on Contingency Reserves was £7.689m, however after using £1.900m to close the budget gap as agreed as part of Stage 1 budget solutions, the total available balance would be £5.789m.

On the HRA, a projected underspend of £0.067m would leave a closing balance of £1.165m, which was 3.4% of total spend.

Councillor Jones referred to the projected overspend on Out of County Placements which would have increased further without the allocation of WG grant funding. In response to queries, clarification was given on the strict criteria which applied to the grant funding and the need to show alignment to those priorities.

In response to a question from Councillor Heesom, attention was drawn to the latest report to Cabinet detailing the current position on unearmarked reserves and the opinion of the Corporate Finance Manager, as the statutory S151 Officer, on their use.

RESOLVED:

That the Committee supports the recommendations made in the Cabinet report for 22 January on the Revenue Budget Monitoring 2018/19 (Month 8) and confirms that there are no concerns which it wishes to have raised at Cabinet this month.

84. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 10am and ended at 12.35pm)

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Chairman

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 14 February 2019
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 committee notes the progress which has been made.
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REPORT DETAILS

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

1.02	<p>This paper summarises those points and where appropriate provides an update on the actions resulting from them.</p> <p>The Action Tracking details are attached in appendix A.</p>
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2.00	RESOURCE IMPLICATIONS
2.01	The creation of the Action Tracking report increases work flow but should provide greater understanding and efficiency.

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

4.00	RISK MANAGEMENT
4.01	Not applicable.

5.00	APPENDICES
5.01	Appendix A – CRO&SC Action Points

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

7.00	GLOSSARY OF TERMS
7.01	None.

Action Tracking Appendix for February 2019

Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
15.11.18	6. National Budgets update; implications & updated local forecast	Potential future Member workshop to understand how pension funding works.	Robert Robins	Arrangements to be made in due course	After 1 st March 2019
15.11.18	14. Flintshire Community Endowment Fund- Annual report.	Richard Williams agreed to look into the form submitted by an individual mentioned by Cllr Healey.	Karen Armstrong	Details of response to be circulated once received.	By 13 th December meeting.
13.12.18	4. Action Tracking	Further reports on Flintshire Bridge to be shared	Robert Robins	Arrangements to be made in due course	As they become available
17.01.19	4. Action Tracking	At the 12.07.18 meeting under item 7. Revenue budget Monitoring 2018/19 (Interim), Cllr R Jones suggested a central pool of out of county funding for Welsh councils. It was agreed that a letter to be sent to Welsh Government and WLGA to formally propose a new and specific national budget to meet the estimated additional costs of Out of County Placements across Wales.	Chief Executive	E mail sent to WLGA 17.01.19	Immediate
17.01.19	5. Forward Work Programme	Update FWP to include moving Council Plan Q 3 from March to February, a dash board of measures item for March and the inclusion of reports on Assets and Job descriptions on the FWP.	Robert Robins	As identified in Action required.	Immediate

Meeting	Agenda item	Action Required	Action Officer(s)	Action taken	Timescale
17.01.19	White Paper: Reform of Fire & Rescue Authorities in Wales	Inclusion of the view of the committee 'that something which isn't broken doesn't require fixing', in the responses to the questions in appendix 2 of the report before endorsement by Council as the formal Flintshire response to <i>the Reform of Fire and Rescue Authorities in Wales</i> White Paper.	Robert Robins	Report updated for Council; response sent to Welsh Government and copied to WLGA after Council	By 22 nd January
17.01.19	7. Diversity and Equality Policy	To include reference to the Employees' Code of Conduct in the policy.	Karen Armstrong	Policy amended accordingly	Before further publication
17.01.19	8. Annual Review of Appraisals	That the Chief Officers be thanked for their work in making the progress so far but reminded that committee is monitoring the position closely and reserves the right to call to account those who fail to achieve 100% completion by year end.	Robert Robins	E mail 4 th February	Completed.
17.01.19	9. Finance and Business Planning Cycle	That a workshop be held before March to consider how the Council and particularly the Overview & Scrutiny committees might best use the performance information for organisational planning and monitoring.	Karen Armstrong/ Robert Robins	Workshop arranged for 27 th March Members notified 4 th February	Completed.
17.01.19	10. Member Communications: Reports, Cases and Complaints	That a workshop to review how Members can work with the reporting systems the council operates to receive the best service and support be held.	Rebecca Jones/ Robert Robins	Workshop arranged for 20 th March Members notified 4 th February	Completed.



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 th February, 2019
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
Thursday, 14 th March 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Revenue Budget Monitoring 2018/19 Month 10	Monitoring	Sara Dulson
	Dashboard of Measures	Progress chasing and monitoring	Karen Armstrong
Thursday, 11 th April 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Revenue Budget Monitoring 2018/19 Month 11	Monitoring	Sara Dulson
	Capital Strategy and Asset management plan	Review	Neal Cockerton/Paul Vaughan
Thursday, 9 th May 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins
	Revenue Budget Monitoring 2018/19 Month 12	Monitoring	Sara Dulson
Thursday 13 th June 2019 10am	Action tracking Forward Work programme	Progress chasing Approval	Robert Robins

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Items to be scheduled: Assets and Job descriptions.

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 14th February 2019
Report Subject	Development of 2019/20 – 2021/22 Capital Programme
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Chief Executive, Chief Officer Housing & Assets and Corporate Finance Manager
Report Type	Strategic

EXECUTIVE SUMMARY

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

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

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

The report splits the Council Fund Capital Programme into three sections;

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

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

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

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

RECOMMENDATIONS

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

REPORT DETAILS

1.00	DEVELOPING THE CAPITAL PROGRAMME 2019/20 – 2021/22
1.01	<p>The Council's capital programme encompasses investing significant resources in assets for the long term to enable the delivery of high quality, value for money public services. Assets include buildings (such as schools, care homes and day centres, infrastructure (such as highways, IT networks, and household recycling centres), and assets not owned by the Council (such as works to improve and adapt private sector homes). The proposed capital investments outlined within this report are closely aligned to Portfolio service business plans and the Council Plan.</p> <p>The Council has limited capital resources from Welsh Government to support Council priorities, needs and liabilities. The Council has the powers to fund Capital schemes by borrowing, however, this is temporary and ultimately the cost and repayment of any borrowing is charged to the Council's revenue budget. Schemes funded by borrowing are carefully considered due to the long term impacts on the Council's revenue budget.</p> <p>The first half of this report covers parts of the capital programme where the Council invests in local infrastructure, facilities and assets, which will be funded from general capital resources (General Capital Grant, Unhypothecated Supported Borrowing and Capital Receipts). Regional programmes such as the Growth Vision for North Wales which will draw on national funds, and the HRA Capital Programme which is separate and includes the Welsh Housing Quality Standard (WHQS) work programme and Social Housing and Regeneration Programme (SHARP), supplement the Council funded capital programme.</p> <p>The second half of the report covers parts of the Capital Programme funded specifically which includes specific grants as far as information is available at the time of writing, and borrowing. This includes the 21st Century Schools Programme, delivered in partnership between the Council and Welsh Government and loans to NEW Homes the Council's subsidiary to build new affordable homes.</p>
1.02	General Capital Programme 2018/19 – 2020/21 Update
1.02.1	<p>The Council's Capital Strategy divides the Capital Programme into three parts as follows.</p> <ol style="list-style-type: none"><li data-bbox="392 1653 1423 1839">1. Statutory / Regulatory section – to cover regulatory and statutory works. Examples include providing support to improve and adapt private sector homes (Disabled Facilities Grants), adaptations to schools for children with disabilities and any works required to keep buildings open by meeting Health and Safety requirements.<li data-bbox="392 1877 1423 2056">2. Retained Assets section – to ensure service and business continuity. This includes schemes that enhance and improve retained assets and infrastructure to deliver services and meets significant need identified by service plans or through condition surveys etc.

3. **Investment section** – to fund costs incurred when remodelling and investing in services. This includes new schemes arising from Portfolio business plans, the Council Plan, other relevant and emerging plans, and other strategies or emerging Council priorities approved through a selection process based on the provision of a business case.

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

Table 1

ESTIMATED FUNDING 2018/19 - 2020/21				
	2018/19	2019/20	2020/21	Total
	£m	£m	£m	£m
Expenditure				
Statutory / Regulatory Section	2.450	2.350	2.350	7.150
Retained Assets Section	3.288	3.175	3.977	10.440
Investment Section	4.068	7.642	2.088	13.798
	9.806	13.167	8.415	31.388
Funding				
Un-hypothecated Supported Borrowing (USB) ¹	4.051	4.051	4.051	12.153
General Capital Grant (GCG) ¹	2.465	2.465	2.465	7.395
Capital Receipts Available (As at Month 9 2017/18)	3.624	0.000	0.000	3.624
Total Funding	10.140	6.516	6.516	23.172
Surplus / (Shortfall)	0.334	(6.651)	(1.899)	(8.216)
1 As per 18/19 Final Settlement				

1.02.3 Table 1 shows that when the Capital Programme 2018/19 – 2020/21 was set in February 2018, there was an overall shortfall in funding of £8.216m, though 2018/19 schemes were fully funded. The shortfall in funding of schemes in 2019/20 and 2020/21 at that point in the approval process was kept flexible and this was explained in the report to Council at that time. Options included a combination of future capital receipts, alternative grants, prudential borrowing or scheme phasing over several years which would be considered during 2018/19.

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

1.02.5 Progress on addressing the shortfall in Table 1 has been reported regularly to Cabinet and Corporate Resources Overview and Scrutiny Committee (CROSC) during 2018/19.

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

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

Table 2

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

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

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

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

In recent years, much of the Council's programme has been funded from capital receipts. However, the Council's ability to generate significant capital receipts is getting harder and is almost exhausted. Although the Council will wherever possible seek to identify assets for sale (as appropriate) to fund the Capital Programme.

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

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

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

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

Table 3

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

1 As per 19/20 Final Settlement
2 As per WG November 2018

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

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

	<p>The table includes the additional General Capital Grant agreed by WG in the 2019/20 Financial Settlement. Whilst the amount for 2019/20 has been agreed by WG, the amount for 2020/21 remains an estimate.</p> <p>Also included are the additional capital receipts which the Council had received by month 9 2018/19, and the projected surplus on funding carried forward from 2018/19.</p>																																																																																																																			
1.03.3	The figures in Table 3 relate to the Council Fund only with the HRA Capital Programme being reported separately on this agenda.																																																																																																																			
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1.04.1	<p>Table 4 shows the proposed allocations for the period 2019/20 - 2021/22 for the Statutory / Regulatory and Retained Asset sections of the Capital Programme, including two new schemes explained in paragraphs 1.04.10 – 1.04.13</p> <p>Table 4</p> <table border="1"> <thead> <tr> <th colspan="5">PROPOSED ALLOCATIONS 2019/20 - 2021/22</th> </tr> <tr> <th></th> <th>2019/20</th> <th>2020/21</th> <th>2021/22</th> <th>Total</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td colspan="5">Statutory / Regulatory Section</td> </tr> <tr> <td>Equalities Act - Individual pupils</td> <td>0.250</td> <td>0.250</td> <td>0.250</td> <td>0.750</td> </tr> <tr> <td>Disabled Facilities Grants</td> <td>1.700</td> <td>1.700</td> <td>1.700</td> <td>5.100</td> </tr> <tr> <td>School building works</td> <td>0.100</td> <td>0.100</td> <td>0.100</td> <td>0.300</td> </tr> <tr> <td>Corporate property works</td> <td>0.300</td> <td>0.300</td> <td>0.300</td> <td>0.900</td> </tr> <tr> <td>Total Statutory / Regulatory</td> <td>2.350</td> <td>2.350</td> <td>2.350</td> <td>7.050</td> </tr> <tr> <td colspan="5">Retained Assets Section</td> </tr> <tr> <td>School building works</td> <td>1.400</td> <td>1.400</td> <td>1.400</td> <td>4.200</td> </tr> <tr> <td>Corporate property works</td> <td>0.300</td> <td>0.300</td> <td>0.300</td> <td>0.900</td> </tr> <tr> <td>Highways asset management plan</td> <td>0.600</td> <td>0.600</td> <td>0.600</td> <td>1.800</td> </tr> <tr> <td>Playareas</td> <td>0.200</td> <td>0.200</td> <td>0.000</td> <td>0.400</td> </tr> <tr> <td>Synthetic sports pitches</td> <td>0.000</td> <td>0.272</td> <td>0.000</td> <td>0.272</td> </tr> <tr> <td>ICT - Cyber Security</td> <td>0.055</td> <td>0.145</td> <td>0.000</td> <td>0.200</td> </tr> <tr> <td>ICT - Equipment at Datacentres</td> <td>0.020</td> <td>0.180</td> <td>0.000</td> <td>0.200</td> </tr> <tr> <td>ICT - Storage Technologies</td> <td>0.200</td> <td>0.600</td> <td>0.000</td> <td>0.800</td> </tr> <tr> <td>ICT - Server Technology</td> <td>0.150</td> <td>0.030</td> <td>0.000</td> <td>0.180</td> </tr> <tr> <td>ICT - Schools Digital Delivery of Curriculum</td> <td>0.526</td> <td>0.000</td> <td>0.000</td> <td>0.526</td> </tr> <tr> <td>ICT - Laptop/PC replacement Scheme</td> <td>0.106</td> <td>0.000</td> <td>0.000</td> <td>0.106</td> </tr> <tr> <td>Headroom</td> <td>0.250</td> <td>0.250</td> <td>0.250</td> <td>0.750</td> </tr> <tr> <td>Total Retained Assets Section</td> <td>3.807</td> <td>3.977</td> <td>2.550</td> <td>10.334</td> </tr> </tbody> </table>	PROPOSED ALLOCATIONS 2019/20 - 2021/22						2019/20	2020/21	2021/22	Total		£m	£m	£m	£m	Statutory / Regulatory Section					Equalities Act - Individual pupils	0.250	0.250	0.250	0.750	Disabled Facilities Grants	1.700	1.700	1.700	5.100	School building works	0.100	0.100	0.100	0.300	Corporate property works	0.300	0.300	0.300	0.900	Total Statutory / Regulatory	2.350	2.350	2.350	7.050	Retained Assets Section					School building works	1.400	1.400	1.400	4.200	Corporate property works	0.300	0.300	0.300	0.900	Highways asset management plan	0.600	0.600	0.600	1.800	Playareas	0.200	0.200	0.000	0.400	Synthetic sports pitches	0.000	0.272	0.000	0.272	ICT - Cyber Security	0.055	0.145	0.000	0.200	ICT - Equipment at Datacentres	0.020	0.180	0.000	0.200	ICT - Storage Technologies	0.200	0.600	0.000	0.800	ICT - Server Technology	0.150	0.030	0.000	0.180	ICT - Schools Digital Delivery of Curriculum	0.526	0.000	0.000	0.526	ICT - Laptop/PC replacement Scheme	0.106	0.000	0.000	0.106	Headroom	0.250	0.250	0.250	0.750	Total Retained Assets Section	3.807	3.977	2.550	10.334
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1.04.2	The information in table 4 in relation to the new and previously approved schemes is explained in more detail in paragraphs 1.04.3 to 1.04.14 below.
1.04.3	<p><u>Equalities Act – Individual pupils</u></p> <p>An annual allocation to adapt and modify schools for children who have disabilities to support and create increasingly inclusive school environments. These works help the Council to meet its obligations under the disability legislation, and reduce the potential costs and disruption associated with transporting pupils to alternative sites.</p> <p>No changes are proposed for 2019/20 to 2021/22.</p>
1.04.4	<p><u>Disabled Facilities Grants</u></p> <p>An annual allocation to improve and adapt private sector homes comprising:</p> <ul style="list-style-type: none"> • Disabled Facilities Grants – adaptations enabling residents to continue to live independently in their own homes • Partnership working with Care and Repair to support vulnerable residents <p>No changes are proposed for 2019/20 to 2021/22.</p>
1.04.5	<p><u>School building work</u></p> <p>An annual allocation to fund the most urgent property works required at schools split across the regulatory / statutory and retained assets sections of the capital programme.</p> <ul style="list-style-type: none"> • A programme of toilet upgrades in both primary and secondary schools to ensure compliance with Education (School Premises) Regulations 1999 and Department for Education and Skills document "Toilets in Schools". There is currently a backlog of such works estimated to be in the region of £1.5m which is often reflected as a Health and Safety issue in Estyn inspections of schools. £0.100m per annum. • Works to upgrade ventilation systems at school kitchens which are failing building regulations and gas safety legislation and are at risk of closure. £0.200m per annum. • Fire Inspection Works at schools which are the responsibility of the Local Authority and have been identified during statutory fire risk assessments. £0.200m per annum. <p>No changes are proposed for 2019/20 to 2021/22.</p>
1.04.6	<p><u>Corporate property works</u></p> <p>An annual allocation to fund the most urgent property works required at non-school premises split across the regulatory / statutory and retained assets sections of the capital programme, including managing risks from legionella,</p>

	<p>fire safety, asbestos, accessibility and health and safety.</p> <p>No changes are proposed for 2019/20 to 2021/22.</p>
1.04.7	<p><u>Highways Asset Management Plan (HAMP)</u></p> <p>An annual allocation of £0.600m to fund the HAMP which includes resurfacing of the classified highway network, replacement programme for street lighting columns and structural maintenance.</p> <p>Whilst the Council has a statutory duty to maintain the Highways Network in a safe condition for travel, how the Council does this is not defined. Welsh Government (WG) set targets for road condition indices, and at present Flintshire is performing better than the target set as a result of significant additional investment from WG in recent years (£0.230m in 2016/17 and £1.427m in 2017/18).</p> <p>See paragraph 1.10 for more detail in regard to the position on the potential development of the HAMP, but no changes are proposed for 2019/20 to 2021/22 at this stage.</p>
1.04.8	<p><u>Play areas and Synthetic sports pitches</u></p> <p>An annual allocation of £0.200m to fund the most urgent requirements to replace play equipment that has reached the end of its useful life at play areas, as well as upgrades to play areas.</p> <p>No changes are proposed for 2019/20 to 2020/21. The scheme originally allocated funding for 3 years which ends in 2020/21, so no funding is included in 2021/22.</p> <p>Condition surveys are undertaken of all synthetic sports pitches. The pitch at Elfed High School, Buckley will require resurfacing in 2020/21.</p>
1.04.9	<p><u>IT Infrastructure</u></p> <p>Various schemes required to maintain service and business continuity;</p> <ul style="list-style-type: none"> • ICT Cyber Security - Replacement of equipment including Firewalls and e-mail scanning technology which protect the Council's IT systems from Cyber Attack and allows the Council to maintain its public sector network accreditation (a requirement for interaction with the Department of Work and Pensions for Housing Benefit). • ICT Equipment at Datacentres - Replacement of equipment including High Volume Air Conditioning units, batteries that ensure the power supply to data centres is not interrupted, equipment that monitors the conditions in the datacentres and alerts if there are issues and networking equipment to the datacentres. • ICT Storage Technologies - Increase storage capacity to cope with increasing demand of the organisation, whilst also investing in complimentary technologies to SharePoint software to ensure data is stored in the most efficient way and is compliant with General Data

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

	<p>Indirect benefits</p> <ul style="list-style-type: none"> - Levers in £0.120m WG investment in relation to school connectivity limits - Helps to deliver an equitable, fully integrated and supported competency curriculum for Flintshire learners - Likely to improve standing with Estyn inspectors
1.04.12	<p><u>Laptop/PC replacement scheme</u></p> <p>There is a need to replace old laptops unable too old to deliver the required level of service and/or support the latest operating systems and security software. If these are not replaced then there are risks that cyber security may potentially be breached and could threaten the public sector network accreditation, and that service delivery will be impaired due to officers being unable to utilise systems effectively. Windows 7 will cease to be supported after January 2020. The amount to be included in the programme is £0.106m.</p>
1.04.13	<p>The benefits and costs of the laptop/PC replacement scheme are:</p> <p>Direct benefits</p> <ul style="list-style-type: none"> - Maintains cyber security - All laptop/PCs will support Windows 10, ensuring that the operating systems are up to date and secure <p>Direct costs</p> <ul style="list-style-type: none"> - If required, borrowing costs (£0.024m in 2019/20 rising to £025m in 2024/25) <p>Indirect benefits</p> <ul style="list-style-type: none"> - Facilitates agile working which underpins the Council’s strategy on office location - Improves the performance of devices enabling officers to use systems more efficiently. -
1.04.14	<p><u>‘Headroom’</u></p> <p>‘Headroom’ has been built in to the capital programme to enable the programme to be more flexible such that funding can be allocated to small schemes as they present in year either as a result of opportunities or unforeseen circumstances (£0.250m per annum). An example would be the need to complete further highways works as a result of an exceptionally severe winter over and above any planned works funded from the annual allocation.</p> <p>No changes are proposed for 2019/20 to 2020/21.</p>
1.05	Investment Section of the Capital Programme 2019/20 – 2021/22
1.05.1	<p>Table 5 below shows the proposed schemes for the period 2019/20 - 2021/22 for the Investment section of the Capital Programme. Details are provided in paragraphs 1.05.2 to 1.05.6</p>

Table 5

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

1.05.2 Castell Alun High School - Hope

This scheme brings the school building up to current standards providing facilities that are fit for purpose and suitable for delivering the future curriculum, helping reduce the risk of a poor Estyn inspection. The school is being extended with the provision of a new two storey Art and Design Technology block and remodelled in other areas. This will remove the need for mobile classrooms currently on site which are nearing the end of their economic working life (and will need replacing at significant cost), help increase capacity to meet current and future demand and create specialist teaching accommodation.

1.05.3 Glan Aber Primary School, Bagillt

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

1.05.4	<p><u>Extension to Residential Care Home, Marleyfield – Buckley</u></p> <p>Following a comprehensive review of the residential care market in Flintshire the Council approved a capital scheme to extend Marleyfield House in Buckley by an additional 32 beds to bring total provision up to 64 beds. The new facility is being developed through a pooled budget arrangement with BCUHB to provide additional services, beds and multi-disciplinary support in a community setting. This provides permanent residential beds, as well as beds which prevent hospital admissions, expedites hospital discharges and allows appropriate assessment to reduce care packages to support people in the long term.</p> <p>The Council is working with WG as the scheme is partly funded by ICF grant. To date a full feasibility study has been completed, and work continues to complete the detailed design and development plans in order for a full planning application to be submitted in Spring 2019. At this point in the project costs as well as grant funding from WG will be confirmed. Until formal approval is received from WG the costs of works undertaken remains a risk that the Council takes. The scheme’s target completion date is Spring 2021.</p> <p>There is a revenue pressure of an estimated £150k associated with this project which will result in the year the facility becomes operational. This pressure would have occurred in any case as demand grows and residential beds from the private sector would need to be paid for.</p>
1.05.5	<p><u>Office Rationalisation – County Hall partial demolition</u></p> <p>The current accommodation within the Mold campus office block is inefficient. Two out of the four accommodation blocks are empty with staff consolidating into phases one and two, however the buildings are still generating significant running costs. Work is underway to plan the demolition of the empty accommodation at County Hall.</p> <p>There is a second stage proposal currently under early development which would see a masterplan being developed for the whole of the Mold County Hall campus.</p> <p>The business case for the reduction of the scale of County Hall through partial demolition has already been made and approved.</p>
1.05.6	<p><u>Theatr Clwyd Redevelopment</u></p> <p>The Theatr Clwyd building is nearing the end of its life and needs updating to ensure it is safe for public and employment use. Funding from the Arts Council of Wales has been used to complete a feasibility study into the potential for future capital development.</p> <p>The outcome of the feasibility study indicated that the main two theatres work extremely well and are the right size for audiences however the infrastructure supporting the building is in need of replacement and without this the Theatr is not sustainable.</p> <p>Detailed design and development works are taking place to build on and develop further the feasibility study funded from £0.330m which was</p>

included in the 2018/19 capital programme. This will be carried forward if necessary. A decision by all partners would then need to be taken to proceed with the project. Should the project not go ahead then the Council's share of the design development above at £0.330m cannot be capitalised and would be a charge to the Council's revenue account.

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

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

Table 6

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

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

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

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

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

1.07 **Specific Grants and Borrowing**

1.07.1 **21st Century Schools Band B**

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

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

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

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

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

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

Direct Benefits

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

Direct Costs

- Part of bigger development programme in two bands, Band A £64.2m and Band B £85.4m
- Estimated revenue borrowing costs associated (interest and

	<p>minimum revenue provision) with each scheme are as follows:</p> <table border="1"> <thead> <tr> <th>Band B</th> <th>Year 1</th> <th>Year 50</th> <th>Average over 50 years</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Connah's Quay HS</td> <td>0.063</td> <td>0.092</td> <td>0.075</td> </tr> <tr> <td>Queenferry CP / Plas Derwen PRU</td> <td>0.096</td> <td>0.141</td> <td>0.115</td> </tr> <tr> <td>Total</td> <td>0.159</td> <td>0.233</td> <td>0.190</td> </tr> </tbody> </table> <p>Indirect Benefits</p> <ul style="list-style-type: none"> • Improving learner outcomes by ensuring that school buildings are effective in creating the conditions for learners to succeed. • Alignment with the Council's School Modernisation Strategy to ensure schools are fit for purpose • A more secure school estate • A school estate with reduced vandalism • Upgrading ICT provision and enabling new methods of curriculum delivery • Provision of appropriate capacity of school network 	Band B	Year 1	Year 50	Average over 50 years		£m	£m	£m	Connah's Quay HS	0.063	0.092	0.075	Queenferry CP / Plas Derwen PRU	0.096	0.141	0.115	Total	0.159	0.233	0.190
Band B	Year 1	Year 50	Average over 50 years																		
	£m	£m	£m																		
Connah's Quay HS	0.063	0.092	0.075																		
Queenferry CP / Plas Derwen PRU	0.096	0.141	0.115																		
Total	0.159	0.233	0.190																		
1.07.2	<p>The impact of the inclusion of these two schemes in the programme adds substantial borrowing costs as identified in paragraph 1.07.1. The profile of spend and grant receipt in the case of these schemes means that the additional revenue costs will not fully impact until 2020/21 and no addition to the revenue budget will therefore be required in 2019/20. Approval of these schemes has an estimated impact of increasing the pressure on the revenue budget in 2020/21 by £0.159m.</p>																				
1.07.3	<p>SHARP – Loans to NEW Homes for Affordable Homes</p> <p>Further to the first capital loan to the Council's wholly owned subsidiary, North East Wales Homes (NEW Homes) to build affordable homes on The Walks site in Flint as part of the Council's Strategic Housing and Regeneration Programme (SHARP) Cabinet has approved additional loans to NEW Homes up to a maximum of £10m for inclusion within the Capital Programme, to fund new affordable housing schemes.</p> <p>The loans are classed under accounting regulations as capital expenditure and therefore included within the Capital Programme. The Council funds the schemes by borrowing, which is fully repaid from loan repayments made by NEW Homes. Work has begun on the schemes, and funds will be drawn down from the Council as they progress.</p> <p>The building of council houses for social rents forms part of the HRA activities and will be included within the HRA Capital Programme.</p>																				

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

Table 7

SPECIFICALLY FUNDED SCHEMES 2019/20 - 2021/22				
	2019/20 £m	2020/21 £m	2021/22 £m	Total £m
Specifically Funded Schemes				
21st Century Schools - Band A	0.492	0.000	0.000	0.492
21st Century Schools - Band B	3.460	5.365	2.825	11.650
SHARP - Loans to NEW Homes for Affordable Homes	10.000	0.000	0.000	10.000
Total Schemes	13.952	5.365	2.825	22.142
Funding				
Specific Capital Grants	3.156	3.394	1.805	8.355
Unsupported (Prudential) Borrowing	10.796	1.971	1.020	13.787
Total Schemes	13.952	5.365	2.825	22.142

1.07.5 At the time of setting the budget the details of many capital grants have not been released by WG and so are not included in Table 7 above. As details become available they will be reported to Members via the quarterly 2019/20 Capital Programme monitoring reports.

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

1.08 Summary Total Council Fund Capital Programme 2019/20 - 2021/22

1.08.1 Table 9 summarises the total proposals for the 2019/20 - 2021/22 Capital Programme.

Table 9

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

Potential future schemes

1.09

Growth Deal Bid

The *Growth Vision for the Economy of North Wales* was adopted by partner organisations across the region in 2016. This has led to the development of a Growth Deal Bid which was submitted to both the UK and Welsh Governments at the end of November 2017.

A Growth Bid is a formal proposal for Government investment and the conferment of devolved powers. Bidding regions are required to have a legal, resilient and accountable governance model for the planning and implementation of their strategy. Regions are expected to be prepared to invest in their own strategies, alongside Government(s), in capital allocations, sharing in capital borrowing, the use of land and assets, and in resourcing professional and project capacity. They are also expected to seek private sector support for their proposals, enabling and leveraging private sector investment as part of the Bid package. Each bid has negotiated objectives and targets.

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

Until Flintshire has final details of the Growth Deal, to be negotiated with the Governments, and the capital grant payments arrangements to finance the Deal, we will not know the number and the combined cost of the approved

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

	<p>WG intervention rates on MIM are currently agreed at 75%. In the light of recent increases to the intervention rates on traditionally funded 21st Century Band B projects the model is under review. Until the Council has clarity on the funding position and the costs chargeable, it is unable to satisfy itself whether the MIM scheme represents best value.</p> <p>The 21st Century Schools Band B programme is due to end by 2024/25. As each of the remaining schemes is proposed for approval, a decision will need to be made taking into account its affordability in the context of the position on the MTFs. The Flintshire funding element of the 21st Century Schools Band B programme will need to be funded from prudential borrowing.</p>																				
1.12	<p>Additional school funding</p> <p>As a result of the Cabinet decision not to proceed with the amalgamation of Brynford and Lixwm Primary Schools which would have drawn down investment via the 21st Century Schools Band B Programme, Brynford Primary School has significant suitability issues that will need to be addressed by other means and this is currently being explored.</p>																				
1.13	<p>Impact on the MTFs of potential future schemes</p>																				
1.13.1	<p>The estimated revenue impact of the known potential future schemes is shown below for information. If Council approve all these schemes then the impact on the revenue budget in total is estimated to be between £0.807m and £1.176m.</p> <table border="1"> <thead> <tr> <th>Scheme</th> <th>Impact in first full year £m</th> <th>Impact in final full year £m</th> <th>Average full year impact £m</th> </tr> </thead> <tbody> <tr> <td>HAMP</td> <td>0.098</td> <td>0.138</td> <td>0.116</td> </tr> <tr> <td>Highways subsidence</td> <td>0.007</td> <td>0.010</td> <td>0.008</td> </tr> <tr> <td>21st Century Schools Band B</td> <td>0.669</td> <td>0.979</td> <td>0.800</td> </tr> <tr> <td>Total</td> <td>0.774</td> <td>1.127</td> <td>0.924</td> </tr> </tbody> </table>	Scheme	Impact in first full year £m	Impact in final full year £m	Average full year impact £m	HAMP	0.098	0.138	0.116	Highways subsidence	0.007	0.010	0.008	21 st Century Schools Band B	0.669	0.979	0.800	Total	0.774	1.127	0.924
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1.14	<p>Changes to CIPFA's Codes of Practice - Prudential Code for Capital Finance in Local Authorities 2017 and Treasury Management Code 2017</p>																				
1.14.1	<p>CIPFA published new editions of the Prudential Code for Capital Finance and the Treasury Management in the Public Services: Code of Practice and Cross-sectoral Guidance in late December 2017 which complement each other.</p>																				
1.14.2	<p>The 2017 edition of the Prudential Code for Capital Finance has expanded objectives and includes a requirement for Councils to look at capital expenditure and investment plans in the light of overall organisational strategy and resources, and ensure that decisions are being made with sufficient regard to the long term financing implications and potential risks to the Council.</p>																				

	The Code introduces the requirement for a capital strategy which sets out the long-term context of capital expenditure and investment decisions and their associated risks and rewards along with an overview of how risk is managed for future financial sustainability. Its intention is to give a high level overview of how capital expenditure, capital financing and treasury management activity contributes to the provision of services along with an overview of how associated risk is managed and the implications for future financial sustainability, linking the Capital Strategy with the Treasury Management Strategy.
1.14.3	The Council considers that it prudently assesses the long-term context of capital expenditure and any non-treasury management investment decisions, and their associated risks and rewards, on future financial sustainability.
1.14.4	The Council already had an integrated Capital Strategy and Asset Management Plan, and the Capital Strategy section has been updated in line with recent guidance from CIPFA and is considered separately on this agenda. The Asset Management Plan will be updated later in the year, reflecting the current and emerging longer term Council priorities and the needs of our new or readopted service business models. Longer-term planning will put the Council in a stronger position to attract national funds of differing types, from capital grant to borrowing approvals, to support its priorities in areas such as economic development infrastructure, transport, education, housing and new service models.

2.00	RESOURCE IMPLICATIONS																										
2.01	Financial consequences for capital resources are as set out within the report.																										
2.02	<p>As previously stated there are revenue consequences of borrowing in interest costs and revenue provision for debt repayment which will bear on the MTFS as new pressures.</p> <p>Assuming the shortfall is as estimated (£0.374m), and that the asset life of schemes is 50 years the pressures on the revenue budget are shown in the table below. These pressures will not bear on the MTFS during 2019/20, but rather in future years, depending on the timings of the expenditure.</p> <table border="1"> <thead> <tr> <th></th> <th>Pressure in Year 1</th> <th>Pressure in Year 50</th> <th>Average Annual Pressure</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Shortfall in Council Funding (£0.374m)</td> <td>0.020</td> <td>0.020</td> <td>0.020</td> </tr> <tr> <td>Connah's Quay HS</td> <td>0.063</td> <td>0.092</td> <td>0.075</td> </tr> <tr> <td>Quensferry CP/Plas Derwen PRU</td> <td>0.096</td> <td>0.141</td> <td>0.115</td> </tr> <tr> <td>Total</td> <td>0.179</td> <td>0.253</td> <td>0.210</td> </tr> </tbody> </table> <p>Paragraph 1.13.1 shows the impacts of potential future schemes.</p>				Pressure in Year 1	Pressure in Year 50	Average Annual Pressure		£m	£m	£m	Shortfall in Council Funding (£0.374m)	0.020	0.020	0.020	Connah's Quay HS	0.063	0.092	0.075	Quensferry CP/Plas Derwen PRU	0.096	0.141	0.115	Total	0.179	0.253	0.210
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3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Any comments from Corporate Resources Overview and Scrutiny Committee on the proposed Capital Programme will be referred back to the February 2019 meeting of the Cabinet for consideration before the final Capital Programme for 2019/20-2021/22 is considered and approved by County Council in February 2019.

4.00	RISK MANAGEMENT
4.01	Any decisions made which involve the Council's assets and its Capital Programme often have very large and long term financial implications. As it seeks approval for its capital programme, the Council is required to produce indicators assessing the affordability, prudence and sustainability of the capital plans. These are called the Prudential Indicators and are included in the Capital Strategy report.

5.00	APPENDICES
5.01	None

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	Business Case forms completed by Portfolios Contact Officer: Liz Thomas, Finance Manager – Technical Accounting Telephone: 01352 702289 E-mail: liz.thomas@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset Capital Programme - The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme Capital Receipt - Receipts (in excess of £10,000) from the disposal of an

asset

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

Capital Strategy - A corporate document providing clear strategic guidance about an authority's objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the **Asset Management Plan (AMP)** to form a single document

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

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

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

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

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

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

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 th February 2019
Report Subject	Capital Strategy including Prudential Indicators 2019/20 to 2021/22
Cabinet Member	Leader and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Strategic

EXECUTIVE SUMMARY

This report updates the Council's Capital Strategy.

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

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

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

RECOMMENDATIONS

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

	movements between the separately agreed limits within the authorised limit for external debt and the operational boundary for external debt (Table 6 of the Capital Strategy).
3	To consider the report and feedback any comments for Cabinet to consider before the final Capital Strategy 2019/20 – 2021/22 report is considered by Council.

REPORT DETAILS

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

1.06	<p>Prioritisation of Capital Expenditure</p> <p>This section explains the way in which the capital programme is divided into three sections and how decisions are made as to which schemes to include in each section in each year.</p>
1.07	<p>Governance</p> <p>This section explains the governance arrangements in place in the development and monitoring of the capital programme.</p>
1.08	<p>Capital Expenditure Plans</p> <p>This section refers to the Council's capital expenditure plans as agreed in its capital programme. It covers:</p> <ul style="list-style-type: none"> - Capital expenditure plans - The way in which those plans are expected to be financed - Minimum Revenue Provision - Estimates of the Capital Financing Requirement, a measure of unfinanced expenditure
1.09	<p>Treasury Management</p> <p>This section covers the way in which the Strategy relates to the Council's treasury management activity. It covers:</p> <ul style="list-style-type: none"> - The Council's Borrowing Strategy - The relationship between the Council's debt portfolio and its Capital Financing Requirement - The Authorised Limit and Operational Debt Limits for borrowing, ensuring the limits on the Council's exposure to debt are set - The Council's Investment Strategy - Treasury Management governance.
1.10	<p>Commercial activities</p> <p>This section reports that the Council has limited commercial activity, having a limited portfolio of investment properties (agricultural properties and industrial units).</p>
1.11	<p>Liabilities</p> <p>This section explains the liabilities which the Council has, in particular the deficit on its pension fund, and links with the Council's Statement of Accounts.</p>
1.12	<p>Revenue budget implications</p> <p>This section shows the impact of the capital financing costs on the revenue stream of the Council's budget.</p>

1.13	<p>Knowledge and skills</p> <p>This section details the skills of officers involved in developing and managing the capital programme and treasury management activity, and explains that the Council makes use of external advisers to assist with this activity.</p>
1.14	<p>Prudential Indicators</p> <p>The Authority is required by the Code to develop and monitor Prudential Indicators. These are contained within the various sections of the Strategy, and are indicated as such.</p>

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Arlingclose, the Council's Treasury Management advisers have been consulted on the preparation of the Strategy.
3.02	Any comments from Corporate Resources Overview & Scrutiny Committee on the proposed Capital Programme will be referred back to the February 2019 meeting of the Cabinet for consideration before the final Capital Strategy for 2019/20 – 2021/22 is considered and approved by County Council in February 2019.

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

5.00	APPENDICES
5.01	Appendix 1 – Capital Strategy

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

7.00	GLOSSARY OF TERMS
7.01	<p>Asset Management Plan - A plan maintained by an authority of the condition and suitability of its assets, updated regularly and utilised to assess future capital needs.</p> <p>Capital Expenditure - Expenditure on the acquisition of Non-current Assets or expenditure that extends the life or value of an existing asset.</p> <p>Capital Programme - The Council's financial plan covering capital schemes and expenditure proposals for the current year and a number of future years. It also includes estimates of the capital resources available to finance the programme.</p> <p>Capital Receipt - Receipts (in excess of £10,000) from the disposal of an asset.</p> <p>Capital Scheme - An individual capital project which is monitored and managed in isolation. The aggregate of all schemes comprises the Capital Programme.</p> <p>Capital Strategy - A corporate document providing clear strategic guidance about an authority's objectives, priorities and spending plans, demonstrating the link to key corporate and service objectives. May be combined with the Asset Management Plan (AMP) to form a single document.</p> <p>Council Fund - The fund to which all the Council's revenue and capital expenditure is charged.</p> <p>Disposal - The decommissioning or transfer of an asset to another party.</p> <p>Non-current Asset - A resource controlled (but not necessarily owned) by the Council, from which economic benefits or service potential are expected to flow to the Council for more than 12 months.</p> <p>Prudential Code - The Code of Practice drawn up by the Chartered Institute of Public Finance and Accountancy (CIPFA) to underpin the requirements of the Local Government Act 2003 in respect of an authority's duty to determine the affordability, prudence and sustainability of its capital investment needs.</p> <p>Prudential Indicators - Required by the Prudential Code, these take the form of limits, estimates or actual figures used to support the local decision making process for capital investment.</p> <p>Unsupported Prudential Borrowing - Borrowing administered under the Prudential Code, whereby authorities can set their own policies on acceptable levels and types of borrowing. The Prudential Framework allows authorities to take out loans in response to overall cash flow forecasts and other factors provided they can show that the borrowing is to meet planned capital expenditure in the current year or the next three years.</p>

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CAPITAL STRATEGY
2019/20 TO 2021/22

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10	KNOWLEDGE AND SKILLS

1. INTRODUCTION

The Council approved a combined Capital Strategy and Asset Management Plan in February 2016.

The creation and approval of a capital strategy is now a requirement of the Chartered Institute of Public Finance and Accountancy's Treasury Management in the Public Services: Code of Practice 2017 Edition (the CIPFA Code).

The code requires the Council to set Prudential Indicators in relation to its capital programme. This document includes those Prudential Indicators and these are included in tables 1, 4 - 7 clearly marked as such.

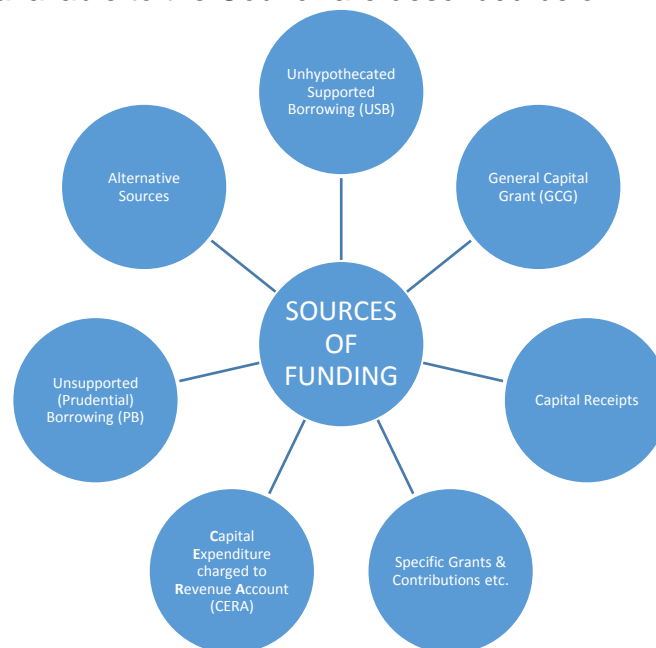
This document updates the capital strategy sections approved by Council in February 2016. It gives a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services along with an overview of how associated risk is managed and the implications for future financial sustainability. The Asset Management Plan will be updated later in 2019.

2. CAPITAL EXPENDITURE

Capital expenditure occurs when the Council spends money on assets, such as property or vehicles, which will be used for more than one year. In local government this includes spending on assets owned by other bodies, and loans and grants to other bodies enabling them to buy assets. The Council has some limited discretion on what counts as capital expenditure, as assets costing below £20k are not capitalised and are charged to revenue in year. Details of the Council's policy on capitalisation may be found in the Accounting Policy section of the Council's Statement of Accounts.

3. RESOURCES

The sources of funding available to the Council are described below:



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

Each year Welsh Government provides councils with a Supported Borrowing capital allocation. Councils can then borrow to fund capital expenditure up to that annual allocation, and Welsh

Government will include funding to cover the revenue costs associated with that level of borrowing in future years within the Revenue Support Grant. The Council decides how this funding is spent.

General Capital Grant (GCG)

This is the annual capital grant from Welsh Government. The Council decides how this funding is spent.

Supported borrowing and general capital grant will be used to fund capital schemes which:

- invest in, or maintain the life of, existing assets which will be retained for future service delivery
- are statutory / regulatory in nature

The Housing Revenue Account (HRA) equivalent is known as the Major Repairs Allowance (MRA).

Capital Receipts

These are funds raised from the sale of council assets, usually, but not restricted to, land and buildings. Other examples include repayments of loans for capital purposes and release of restrictive covenants.

Capital finance regulations dictate that capital receipts can only be used to fund capital expenditure or repay debt. In the past regulations required a proportion of all receipts be set aside to repay debt, but this was removed some time ago for the Council Fund and was removed for the HRA with the introduction of self-financing. The Council's policy is to use capital receipts to fund capital expenditure rather than voluntarily set aside to repay debt. The Council sets a Minimum Revenue Provision policy each year which sets out our prudent methods for repayment of debt.

The current policy of pooling all capital receipts to allocate to capital schemes in accordance with the Council's strategic aims and priorities will continue. Capital receipts will not be ring-fenced to fund schemes in the same service or geographical areas (with the exception of the HRA). Capital receipts represent a finite funding source based on a planned approach to asset disposals in support of the Council's priorities. They will be used to fund new capital investment schemes.

Generation of capital receipts depends on our ability to identify assets that are surplus to requirements, and to sell them at an appropriate time which will be subject to local economic factors. In recent years this has been challenging, and will continue to be so. Careful and prudent planning around the timing of capital receipts is needed to ensure schemes funded by capital receipts don't begin until we have received the receipt.

Capital receipts will be generated by continuing with our agricultural disposal policy, our policy to reduce the number of assets that we have and the forthcoming review of the commercial estate.

Our assets are also supporting the Strategic Housing and Regeneration Programme (SHARP) in innovative ways. We have identified surplus Council owned sites which will be used to develop new housing. This input will need to continue throughout the life of the programme. The impact of this on the generation of capital receipts will need to be carefully mapped and reflected within the wider Capital Programme.

Specific Grants and Contributions etc.

Specific Grants

These are grant allocations received from a range of sponsoring bodies including Welsh Government, Lottery, etc. for associated specific programmes and projects with limited local discretion on how the funding is spent. Often the terms and conditions of such funding will require unused funding to be returned, and can require the Council to match fund. In times where capital resources are declining the Council will seek to maximise such funding streams, subject to the initiative/scheme reflecting both the third party's agenda and the Council's priorities.

Specific Contributions

These are contributions from developers towards the provision of public assets or facilities. Sometimes these are to mitigate the impact of their development on communities and often referred to as section 106 contributions. Contributions are earmarked for specific purposes in planning agreements and often relate to infrastructure projects including play areas, open spaces, and schools, but also includes affordable housing. Developers also contribute to highways infrastructure developments through section 38 and 278 agreements.

Specific Capital Loans

Increasingly as Welsh Government's funding comes under pressure, capital funding that was previously issued as a specific capital grant is converted into a repayable loan, Examples include the Home Improvement Loans fund, and Vibrant and Viable Places funding. Grant funding will always be preferable to loan funding as it does not require repayment, however loan funding does have benefits. Its use to date has been to provide recyclable loan funding for regeneration purposes. The benefit is that rather than being used to fund a single project, the funding can be recycled and used to fund a number of projects over the term of the loan.

Capital Loans are also available, and have been used, from other sources such as Salix in relation to energy saving projects.

As with grants the Council will seek to maximise such developments that are in line with its priorities, whilst carefully considering the additional administrative burden in issuing and collecting loans, and the risk it carries from loan defaults.

Local Government Borrowing Initiative (LGBI)

In recent years as Welsh Government funding has been under pressure, schemes that would have been funded by capital grant have been funded by LGBI. Welsh Government provides the revenue support for borrowing costs incurred by the Council in borrowing to fund capital schemes (the difference with supported borrowing being that it's for a specific purpose aligned to Welsh Government priorities). LGBI has recently been used for highways maintenance and used to part fund the Welsh Government element of the 21st Century Schools programme – 'Band A'.

Capital Expenditure charged to Revenue Account (CERA)

Capital expenditure can be funded via a direct contribution from revenue funding (note capital financing regulations mean it is not possible to use capital funding to fund revenue expenditure). This method of funding is extensively used by the HRA and will continue to be in the future. Its use for Council Fund activity is generally quite limited as this would add pressure to the MTFS.

Unsupported Prudential Borrowing (commonly referred to as Prudential Borrowing)

The Prudential Code for Capital Finance in Local Authorities supports local authorities in determining their programmes for capital investment in assets (we are required by regulation to follow its requirements). The Prudential Code gives Councils discretion to undertake borrowing to fund capital

projects with the full cost of borrowing funded from future council revenue resources subject to the Council demonstrating, within a clear framework, that the capital investment plans are affordable, prudent and sustainable. A range of prudential indicators must be produced and approved demonstrating the impact of the programme. The option for funding additional capital developments is one which is funded from within existing revenue budgets or from generating additional and ongoing income streams, there is no support from any external funding and is a major constraint on its use as any scheme funded by prudential borrowing will add to the forecast budget deficit in the MTFS.

To date limited use has been made of the option following cautious and prudent consideration of long term impacts. This approach will continue to be used with schemes that have a clear financial benefit such as 'invest to save', 'spend to earn', and those that generate returns over and above the costs of debt. The focus will be to fund schemes that are the Council's priorities, attract third party funding and generate revenue benefits in future financial years in the form of revenue savings, income generation or increasing Council Tax yield. In addition, prudential borrowing will be used to fund the Council element of 21st Century Schools – 'Band B' and the HRA SHARP and WHQS schemes.

Alternative Sources

There are a number of other alternative sources of capital funding which the Council could make use of, depending on circumstances and cost:-

- Finance Leases - Leases that transfers substantially (to the lessee) all the risks and rewards of ownership of an asset, even though ownership may not be transferred. This method was used for the equipment at Deeside Leisure Centre and the Jade Jones Pavilion, Flint.
- Public Private Partnerships (PPPs) - This is a broad term for various arrangements in which the Council has a longer and more intensive relationship with a private sector supplier than it does under a traditional contract. It includes:-
 - PFI contracts;
 - Local Asset Backed Vehicles (LABVs);
 - Strategic partnering;
 - Sale and Lease back;
 - Joint Ventures; and
 - Deferred Purchase

To date the Council has made very limited use of alternative funding options listed above. In future all options along with any new initiatives will be explored and used carefully. Capital schemes funded from alternative sources are likely to increase the Council's debt liability therefore use will be restricted and considered in the same way as prudential borrowing.

4. PRIORITISATION OF CAPITAL EXPENDITURE

The purpose of the Capital Programme is to optimise the Council's use of capital resources by allocation to those areas identified as representing the strategic priorities of the Council. The Programme is split into 3 sections;

- Statutory / Regulatory Programme consisting of an annual allocation to fund schemes of a statutory / regulatory nature. Examples include providing financial support to repair, improve and adapt private sector homes, and adapting schools for disabled children. Service areas will be required to submit plans for approval before the start of each financial year.
- Retained Asset Programme consisting of an annual allocation to fund schemes that maintain, improve or lengthen the economic life of the assets that we retain to use in delivering services where there is already a significant amount of capital work needed, identified by service plans / condition surveys etc. Service areas identified are; schools, highways, and corporate office accommodation. Service areas are required to submit plans for approval before the start of each financial year.
- Investment Programme consisting of allocations to fund new schemes arising from Portfolio Business Plans. Such schemes will be necessary to achieve revenue efficiencies included within Portfolio Business Plans and the MTFs and our strategic priorities as included in the Council Plan. Approval of such schemes will be through the submission of a full business case identifying the source of capital funding and the assets lifetime costs going forward.

Funding of schemes will be allocated as shown below:

Statutory / Regulatory Programme	Retained Asset Programme		Investment Programme
General Capital Grant	Supported Borrowing	Capital Receipts	Debt and Alternative Sources of Funding

Capital Programmes will be set every year covering a timeframe of the next 3 financial years on a rolling basis, reflecting that capital schemes don't match financial years and span more than 1 financial year. Schemes starting in that first financial year will be approved along with any costs and funding required in the subsequent 2 financial years. Schemes starting later than the first financial year will be given indicative support to enable services to plan, but will ultimately require formal approval through the process of approving the subsequent years' capital programme.

Sufficient headroom will be built into the Capital Programme to facilitate more flexibility thus allowing smaller schemes to be presented, considered and approved by Cabinet in year. Such schemes arise in year due to, for example grants that require an element of match funding or unforeseen events such as regulatory works etc.

The development of the capital programme will be considered in the context of its impact on the Council's MTFs and in particular the added pressure the capital programme may bring to the revenue budget.

5. GOVERNANCE

Planning for the Capital Programme is determined in parallel with service and revenue budget planning process within the framework of the MTFs.

New investment capital schemes will be rigorously appraised through submission of full business cases which will include schemes funded by grants or contributions from 3rd parties. Large schemes

which are programmes in their own right will be subject to gateway reviews at stages during the programme, for example 21st Century Schools and SHARP. This ensures that the evidence and the case for change when the scheme was initially approved is still valid, and that lessons learned from early stages can be applied to future stages.

Those portfolios with core allocations will submit annual plans for assessment and challenge by the Capital and Assets Programme Board to ensure compliance with the Capital Strategy and the Asset Management Plan.

The Capital Programme will be set for each coming financial year at the same time as the annual budget, and will include indicative figures spanning the same time frame as the MTFs.

Monitoring of the annual Capital Programme will be undertaken at a Portfolio level by the Capital Team within Technical Accounting, with progress updates given to the Capital and Assets Programme Board. Reporting to Members will take place quarterly to Cabinet and Corporate Resources Overview and Scrutiny Committee including:

- New schemes or additions to existing schemes
- Removal of or reductions to schemes
- Slippage on schemes, and impact on future years capital programme
- Funding virements between schemes
- Other necessary revisions to the scheme

The Capital and Assets Programme Board will develop processes for monitoring the outcomes of capital schemes and measures to monitor the performance of assets.

Capital expenditure plans

The Council’s planned capital expenditure for the period 2018/19 to 2021/22 is summarised below:

Table 1: Prudential Indicator: Estimates of Capital Expenditure in £ millions

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Council Fund	27.751	13.780	7.725
Housing Revenue Account	34.208	30.387	20.579
Total	61.959	44.167	28.304

The Council’s Capital Programme is approved by Council in February of each year, and details can be found on the Council’s website.

The Council is planning a number of significant investments during the period of this strategy. In particular, it is investing substantially in its schools in conjunction with Welsh Government through the 21st Century Schools programme; is extending its residential care home at Marleyfield in Buckley; is in the process of rationalising its use of office accommodation by transferring staff out of County Hall, primarily to refurbished offices in Ewloe; and has plans, in conjunction with its partners, to redevelop Theatr Clwyd. More detail is available in the Capital Programme 2019/20 – 2021/22 report.

The Housing Revenue Account (HRA) is a ring-fenced account which ensures that council housing does not subsidise, or is itself subsidised, by other local services. HRA capital expenditure is therefore recorded separately. The Council has plans to invest significantly in housing assets over the period of the strategy, including the building of an estimated 208 new homes as part of the Strategic Housing and Regeneration Programme (SHARP), as well as bringing its stock into line with the Wales Quality Housing Standard.

In addition, part of SHARP is to build new homes for rent at intermediate rent levels (between social housing rents and market rents). This is achieved by making capital loans to the Council's wholly owned subsidiary, North East Wales Homes (NEW Homes) to build affordable homes.

All capital expenditure must be financed, either from external sources (government grants and other contributions), the Council's own resources (revenue, reserves and capital receipts) or debt (borrowing, leasing etc.). The planned financing of the above expenditure is as follows, broken down into the sources detailed above in 'Resources':

Table 2: Capital Financing in £ millions

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Council Fund			
<u>External Sources</u>			
USB	4.094	4.094	4.094
GCG	3.875	3.414	2.492
Specific Grants/Contrib's/Loans	3.156	3.394	1.805
<u>Own Resources</u>			
Capital Receipts	4.677	0.000	0.000
CERA	0.000	0.000	0.000
<u>Debt</u>			
Prudential Borrowing	10.796	1.971	1.020
Sub Total - Council Fund	26.598	12.873	9.411

Housing Revenue Account			
<u>External Sources</u>			
MRA	5.065	5.065	5.065
Specific Grants/Contrib's/Loans	1.100		
<u>Own Resources</u>			
Capital Receipts	0.375	1.227	
CERA	13.442	13.953	13.903
Othe contns	0.810	0.275	0.275
<u>Debt</u>			
Prudential Borrowing	13.416	9.867	1.336
Sub Total - HRA	34.208	30.387	20.579
TOTAL	60.806	43.260	29.990

Debt is only a temporary source of finance, as any loans or leases must be repaid. Local Authorities are required each year under Regulations, to set aside some of their revenue resources as provision for the repayment of debt. The annual charge to the revenue account for repaying debt is known as the Minimum Revenue Provision (MRP). Planned MRP is as follows:

Table 3: Minimum Revenue Provision in £ millions

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Council Fund	4.011	4.263	4.375
Housing Revenue Account	2.577	2.794	2.935

Local Authorities are required to set a policy for MRP each financial year. The Council's sets its annual MRP policy in February each year and is available on its website.

Alternatively, capital receipts may be used to repay debt by applying capital receipts to the Capital Financing Requirement (CFR).

The Council's cumulative outstanding amount of capital expenditure financed by debt is measured by the Capital Financing Requirement (CFR). This increases with new debt-financed capital expenditure and reduces with MRP and any capital receipts used to repay debt. Based on the above figures for expenditure and financing, the Council's estimated CFR is as follows:

Table 4: Prudential Indicator: Estimates of Capital Financing Requirement in £ millions

	31/03/2020 Estimate	31/03/2021 Estimate	31/03/2022 Estimate
Council Fund	225.106	226.908	227.647
Housing Revenue Account	139.696	146.769	145.170
Total	364.802	373.677	372.817

6. TREASURY MANAGEMENT

Treasury management is concerned with keeping sufficient but not excessive cash available to meet the Council's spending needs as they fall due, while managing the risks involved. Surplus cash is invested until required, while a shortage of cash will be met by borrowing, to avoid excessive credit balances or overdrafts in the bank current account. The Council is typically cash rich in the short-term as revenue income is received before it is spent, but cash poor in the long-term as capital expenditure is incurred before being financed. The revenue cash surpluses are offset against capital cash shortfalls to reduce overall borrowing.

Due mainly to decisions taken in the past, the Council currently (31st December 2018) has £272m long term borrowing at an average interest rate of 4.79%, and £45m short term borrowing at an average interest rate at 0.84%. It also £23m treasury investments at an average interest rate of 0.67%.

Borrowing strategy: The Council's main objectives when borrowing are to achieve a low but certain cost of finance while retaining flexibility should plans change in future. These objectives are often conflicting, and the Council therefore seeks to strike a balance between cheap short-term loans (currently available at around 0.75%) and long-term fixed rate loans where the future cost is known but higher (currently 2.0 to 3.0%).

Projected levels of the Council's total outstanding debt (which comprises borrowing and leases) are shown below, compared with the capital financing requirement (see above).

Table 5: Prudential Indicator: Gross Debt & the Capital Financing Requirement in £ millions

	31/03/2020 Estimate	31/03/2021 Estimate	31/03/2022 Estimate
Debt (Incl Leases)	333.455	347.281	351.053
Capital Financing Requirement	364.802	373.677	372.817

Statutory guidance is that debt should remain below the capital financing requirement, except in the short-term. As can be seen from Table 5, the Council expects to comply with this in the medium term.

Affordable borrowing limit: The Council is legally obliged to set an affordable borrowing limit (also termed the authorised limit for external debt) each year and to keep it under review. In line with statutory guidance, a lower “operational boundary” is also set as a warning level should debt approach the limit.

Table 6: Prudential Indicators: Authorised Limit & Operational Boundary for external debt in £m

	2019/20 Limit	2020/21 Limit	2021/22 Limit
Authorised Limit - Borrowing	380	390	390
Authorised Limit - Other long term liabilities	35	35	35
Authorised Limit - Total External Debt	415	425	425
Operational Boundary - Borrowing	360	370	370
Operational Boundary - Other long term liabilities	20	20	20
Operational Boundary - Total External Debt	380	390	390

Investment strategy: Treasury investments arise from receiving cash before it is paid out again. Investments made for service reasons or for pure financial gain are not generally considered to be part of treasury management.

The Council’s policy on treasury investments is to prioritise security and liquidity over yield that is to focus on minimising risk rather than maximising returns. Cash that is likely to be spent in the near term is invested securely, for example with the government, other local authorities or selected high-quality banks, to minimise the risk of loss. Money that will be held for longer terms is invested more widely, including in bonds, shares and property, to balance the risk of loss against the risk of receiving returns below inflation. Both near-term and longer-term investments may be held in pooled funds, where an external fund manager makes decisions on which particular investments to buy and the Council may request its money back at short notice.

Governance: Decisions on treasury management investment and borrowing are made daily and are therefore delegated to the Corporate Finance Manager and staff, who must act in line with the Treasury Management Strategy approved annually by the Council in February. Quarterly reports on treasury management activity are presented to the Audit Committee. The Audit Committee is responsible for scrutinising treasury management decisions.

The Council sets a Treasury Management Policy Statement, an annual Treasury Management Strategy and Treasury Management Schedules and Practices which contain further details on the Council’s borrowing strategy, investment strategy and treasury management governance which are available on its website.

7. COMMERCIAL ACTIVITIES

The Council has a portfolio of investment properties, in the form of agricultural property and industrial units. Although these are classified as investment properties, they are legacy assets and the council is managing down its agricultural portfolio and is reviewing its position in regard to industrial units.

8. LIABILITIES

In addition to debt of £272m detailed above, the Council is committed to making future payments to cover its pension fund deficit (valued at £349m). It has also set aside £1m to cover the risks associated with the aftercare of former landfill sites, and £2.4m as a provision against bad debts.

The Council is also at risk of having to pay for any additional works necessary at landfill sites, payments in respect of historic insurance and abuse claims, and costs involved in some employment tribunal cases, but has not set aside any funds because of a lack of certainty in estimating the size and timing of the these liabilities.

Governance: Decisions on incurring new discretionary liabilities are taken by Chief Officers in consultation with the Corporate Finance Manager. The risk of liabilities crystallising and requiring payment is monitored by corporate finance and reported as required to Cabinet.

Further details on liabilities and guarantees are in the contingent liability section in note 32 of the Councils 2017/18 Statement of Accounts available on its website.

9. REVENUE BUDGET IMPLICATIONS

Although capital expenditure is not charged directly to the revenue budget, interest payable on loans and MRP are charged to revenue, offset by any investment income receivable. The net annual charge is known as financing costs; this is compared to the net revenue stream i.e. the amount funded from Revenue Support Grant, Council Tax and business rates (NNDR) for the Council Fund, and the HRA equivalent is the amount to be met from WG grants and rent payers.

Table 7: Prudential Indicator: Proportion of Financing Costs to Net Revenue Stream

	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate
Council Fund	4.58%	4.68%	4.73%
HRA			

Sustainability: Due to the very long-term nature of capital expenditure and financing, the revenue budget implications of expenditure incurred in the next few years will extend for up to 50 years into the future. The Corporate Finance Manager is satisfied that the proposed capital programme is prudent, affordable and sustainable because the impact of the existing capital programme on the MTFS has been considered, and the revenue implications of future capital schemes are included when considering the approval of the capital budget.

Other revenue implications of capital expenditure are included in business cases and are factored into the MTFS.

10. KNOWLEDGE AND SKILLS

The Council employs professionally qualified and experienced staff in senior positions with responsibility for making capital expenditure, borrowing and investment decisions. For example, the Corporate Finance Manager is a qualified accountant with significant experience. The Council pays for junior staff to study towards relevant professional qualifications, including CIPFA and AAT.

Where Council staff do not have the knowledge and skills required, use is made of external advisers and consultants that are specialists in their field. The Council currently employs Arlingclose Limited as treasury management advisers. This approach is more cost effective than employing such staff directly, and ensures that the Council has access to knowledge and skills commensurate with its risk appetite.



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 14 th February 2019
Report Subject	Quarter 3 Council Plan 2018/19 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Operational

EXECUTIVE SUMMARY

The Council Plan 2018/19 was adopted by the Council in June 2018. This report presents a summary of the monitoring of progress for the Quarter 3 (October – December 2018) position of 2018/19.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Council's Annual Performance Reports. This second monitoring report for the 2018/19 Council Plan is a positive report, with 92% of activities being assessed as making good progress, and 85% likely to achieve the desired outcome. In addition, 65% of the performance indicators met or exceeded target. Risks are also being successfully managed with the majority being assessed as moderate (61%) or minor/insignificant (22%).

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

RECOMMENDATIONS

1.	To note and endorse: <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 be assured by plans and actions to manage the delivery of the 2018/19 Council Plan.

REPORT DETAILS

1.00	REPORT DETAIL
1.01	The Council Plan monitoring reports 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 and, 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 the outcome(s) in-year • GREEN: High – full confidence in the achievement of the outcome(s) in-year
1.04	<p>In summary our overall progress against the high level activities is:-</p> <p>ACTIVITIES PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 48 (92%). • We are making satisfactory (amber) progress in 4 (8%). <p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the outcome achievement of 44 (85%). • We have a medium (amber) level of confidence in the outcome achievement of 8 (15%). • No activities have a low (red) level of confidence in their outcome achievement.

1.05	<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 period target shows the following: -</p> <ul style="list-style-type: none"> • 28 (65%) had achieved a green RAG status • 12 (28%) had achieved an amber RAG status • 3 (7%) had achieved a red RAG status
1.07	<p>The 3 performance indicators which showed a red RAG status for current performance against target are:-</p> <p>Priority: Supportive Council Average number of calendar days taken to deliver a DFG</p> <p>A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence. This area of performance has required improvement for a number of years.</p> <p>As a result a DFG review board has been established which meets monthly to review progress towards implementing improvements to processes and controls. One improvement area has been the launch of a new contractor framework for the delivery of the DFG's which has started to show a reduction in the number of days taken to deliver DFGs.</p> <p>In 2017/18 DFG works were suspended due to budgetary constraints with outstanding works being completed this year. This has impacted on the overall performance for the service as these cases were on hold for as long as 4 months.</p> <p>Overall performance is affected by these older cases from 2017/18, which is bringing down the figures when compared with the current year cases that are being delivered using the improved processes. This is evidenced as follows:</p> <ul style="list-style-type: none"> - 5 adaptations delivered in Q3 were 17/18 legacy cases and averaged 397 days - 3 adaptations delivered from 18/19 claims and using the new approach averaged 198 days <p>Once the backlog of legacy cases has been completed during the remainder of this year, 2019/20 performance should show a marked improvement.</p>

	<p>Percentage of looked after children with a timely health assessment The performance at Q3 (65.38%) is below the period target (81%), however there have been significant improvements since April, with the looked after nurse regularly attending team meetings and managing the assessment appointments.</p> <p>BCUHB have increased the availability of appointments per month to 6 slots and recruited 2 trainee doctors to assist with Health assessments from October 2018.</p> <p>The performance trend for the year to date shows a 27% improvement on last year's performance, with 69.1% of children looked after having a timely health assessment, as compared to 54.6% last year. Despite these improvements we are still unlikely to meet this year's target.</p> <p>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 36.4% of employees have completed this training which is provided via a standardised e-learning package. This is against a target of 45% for the year. The percentage completion is improving given the delay in accessing the module from WG. In addition, a significant proportion of the workforce have limited if any work-based IT access so alternative methods of delivering the training are being explored.</p> <p>Whilst not meeting the period performance targets it is important to note, more significance is placed on those indicators which show a red Outcome status at Q3. This is indicating that they are very unlikely to meet their target at year-end.</p> <p>There are no indicators with a red Outcome RAG.</p>
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"> • 5 (11%) are insignificant (green) • 5 (11%) are minor (yellow) • 27 (61%) are moderate (amber) • 7 (16%) are major (red) • 0 (0%) are severe (black) <p>Note that due to rounding issues the above does not add up to 100%. A number of decimal points would be required to show this.</p>
1.10	<p>The Council Plan has a total of 44 risks which have been assessed as shown in Table 1. The initial status of risk is assessed when the risk is first identified without any mitigating controls. The current assessment shows the latest status of the risk.</p>

Table 1: Risk movement

Net risk status	Initial Assessment	Current Assessment
Insignificant: (green)	1 (2%)	3 (7%)
Minor: (yellow)	1 (2%)	4 (10%)
Moderate: (amber)	30 (69%)	28(67%)
Major : (red)	12 (27%)	7(16%)
Severe: (black)	0	0
Total	44	42

During the first 6 months of the year 2 risks were sufficiently mitigated to be “closed”. These are:

- i) “Delivery of social care is insufficient to meet increasing demand” - this is a specific risk related to the development of Marleyfield which is progressing well.
- ii) “Early Help Hub cannot deliver effective outcomes” – this has proven to be effective during its first year of operation.

In addition, one further risk has been closed at Q3, which is “reduction of land supply for Council housing construction”, which is now showing as Green in the current assessment.

During the year, one risk has increased from Amber to Red: “Debt levels will rise if tenants are unable to afford to pay their rent or council tax”. This risk is described in section 1.11 below.

Six of the initial red risks have been mitigated and reduced in significance:

- The supply of affordable housing will continue to be insufficient to meet community needs
- Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery
- Rate of increase of adult safeguarding referrals will outstrip current resources
- Knowledge and awareness of safeguarding not sufficiently developed in all portfolios
- Failure to implement safeguarding training may impact on cases not being recognised at an early stage
- Impact of Additional Learning Needs reforms.

1.11 The 7 major (red) risks are: -

Priority: Supportive Council

Risk: Debt levels will rise if tenants are unable to afford to pay their rent or council tax.

Work has commenced on the identification of the impacts of Universal Credit on Council Tenants and their rent accounts. There is a team that works with tenants at the earliest opportunity on the basis that intervention at early stages allows support (if appropriate) to be identified earlier giving a more realistic chance of the rent account coming back under control and out of arrears.

The Council now has "Trusted Partner" status with the Department for Work and Pensions and this means that processes and flow of information and payments is much more streamlined and automated. Notwithstanding this, there will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the council or directly to the tenant) are made in arrears. During 2018/19 focus is on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.

Risk: Demand outstrips supply for residential and nursing home care bed availability.

The expansion of Marleyfield to support the medium term development of the nursing sector continues under the direction of Programme Board. The re-phasing of Integrated Care Fund (ICF) capital to fit in with our capital programme, has been agreed by WG. Recommendations from Social & Health Care Overview & Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the council and key partners. Work streams from the Strategic Opportunity Review are continuing. A strategic review of demand and supply in light of the new capital developments is being undertaken.

Priority: Learning Council

Risk: Sustainability of funding streams.

The sustainability of grant funding for education continues to pose a significant and live risk in a number of areas:

- A lack of clarity about the funding of the Teachers' Pay Award for 2019-20 remains. Through Revenue Support Grant and the Teachers Pay Grant from Welsh Government the schools budget will be funded for 1% of the impact of the pay award implemented in September 2018. The balance of 1.2% of the pay award is a cost pressure which will have to be absorbed by schools. Further it can be assumed that there will be a Teachers' Pay Award from September 2019 which unless national funding is made available will be an additional cost pressure which will need to be absorbed by schools.
- The increase in the teachers employers pensions costs remains a significant risk. From September 2019 the employers' contributions will increase from 16.48% to 23.6%. The impact of this on Flintshire schools will be £2.026m. The Chancellor announced £4.7billion nationally to cover public sector increased pension costs but at this stage there is no indication of whether there will be a consequential for Welsh Government.
- The recently announced £15m grant for schools across Wales appears to have been ring-fenced by the Cabinet Secretary for Education to support professional learning in advance of the introduction of the new curriculum, but distribution methodology and terms and conditions are not yet known.
- The MEAG (Minority Ethnic Achievement Grant) was not reinstated in full and there remains a lack of clarity about a new regional model for delivery of these services and the funding attached to them.

There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc. but the grant conditions are often complex which makes them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.

Risk: Numbers of school places not matching the changing demographics.

Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.

Risk: Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets.

Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.

Priority: Green Council

Risk: Funding will not be secured for priority flood alleviation schemes.

As of 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes.

A service review is intended to identify a more effective structure that can deliver the statutory duties as the SAB in addition to existing duties and powers as a Lead Local Flood Authority. To help manage these changes, no major schemes are programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. Limited work will continue where resources allow to refine existing projects and designs so that they might be considered for future grant applications and programming for delivery. In addition funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued.

	<p>Priority: Serving Council</p> <p>Risk: The scale of the financial challenge</p> <p>The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remained at that time. Following the receipt of the Final Settlement in December and some additional funding announcements the budget Gap at the final Stage 3 remains at £3.1m. Balancing budget options were considered by Cabinet and Council in January. Without further intervention from Welsh Government the only remaining options to balance the budget are Council Tax and a further use of reserves.</p> <p>The MTFs is under review as part of the annual budget setting process for 2019/20. The risk remains red and is likely to remain so for the medium term.</p>
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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.
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 1.07 and 1.10 above.

5.00	APPENDICES
5.01	Appendix 1: Quarter 3 progress report against Council Plan 2018/19

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS AND CONTACT OFFICER
6.01	<p>Council Plan 2018/19: https://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Council-Plan.aspx</p> <p>Contact Officer: Karen Armstrong - Corporate Business and Communications Executive Officer</p> <p>Telephone: 01352 702740</p> <p>Email: karen.armstrong@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS																																													
7.01	<p>Council Plan: the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish a Council Plan.</p> <p>Risks: These are assessed using a refreshed approach to risk management endorsed by Audit Committee in 2018. The new approach, includes the use of a more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p>Risk Likelihood and Impact Matrix</p> <table border="1" style="width: 100%; text-align: center;"> <tr> <td rowspan="4" style="writing-mode: vertical-rl; transform: rotate(180deg);">Impact Severity</td> <td>Catastrophic</td> <td style="background-color: yellow;">Y</td> <td style="background-color: orange;">A</td> <td style="background-color: red;">R</td> <td style="background-color: red;">R</td> <td style="background-color: black;">B</td> <td style="background-color: black;">B</td> </tr> <tr> <td>Critical</td> <td style="background-color: yellow;">Y</td> <td style="background-color: orange;">A</td> <td style="background-color: orange;">A</td> <td style="background-color: red;">R</td> <td style="background-color: red;">R</td> <td style="background-color: red;">R</td> </tr> <tr> <td>Marginal</td> <td style="background-color: green;">G</td> <td style="background-color: yellow;">Y</td> <td style="background-color: orange;">A</td> <td style="background-color: orange;">A</td> <td style="background-color: orange;">A</td> <td style="background-color: red;">R</td> </tr> <tr> <td>Negligible</td> <td style="background-color: green;">G</td> <td style="background-color: green;">G</td> <td style="background-color: yellow;">Y</td> <td style="background-color: yellow;">Y</td> <td style="background-color: orange;">A</td> <td style="background-color: orange;">A</td> </tr> <tr> <td></td> <td></td> <td>Unlikely (5%)</td> <td>Very Low (15%)</td> <td>Low (30%)</td> <td>Significant (50%)</td> <td>Very High (65%)</td> <td>Extremely High (80%)</td> </tr> <tr> <td></td> <td></td> <td colspan="6">Likelihood & Percentage of risk happening</td> </tr> </table>	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					
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7.02	CAMMS – An explanation of the report headings																																													
	<p>Actions</p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.</p> <p><u>Start date</u> – When the action started (usually the start of the financial year).</p> <p><u>End date</u> – When the action is expected to be completed.</p> <p><u>% complete</u> - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will</p>																																													

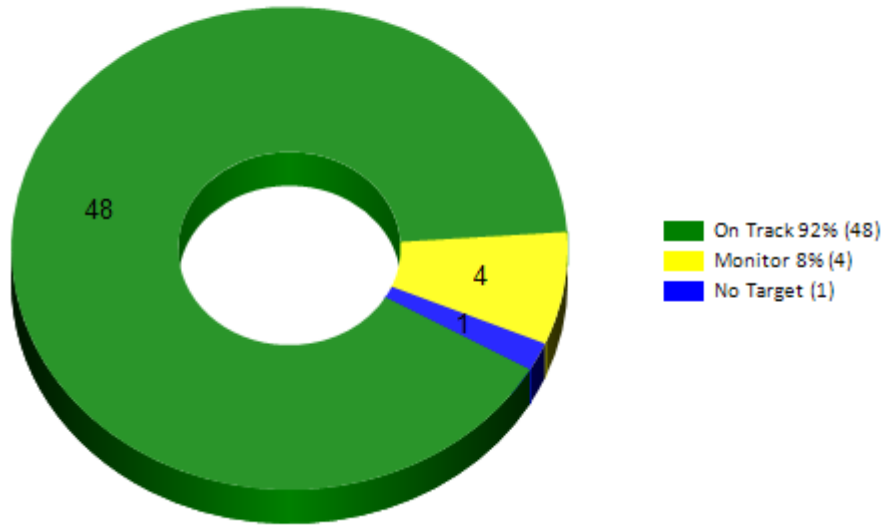
	<p>not produce a % complete due to the longer-term nature of the action. <u>Progress RAG</u> – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green). <u>Outcome RAG</u> – Shows the level of confidence in achieving the outcomes for each action.</p>
	<p>Measures (Key Performance Indicators - KPIs)</p> <p><u>Pre. Year Period Actual</u> – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’. <u>Period Actual</u> – The data for this quarter. <u>Period Target</u> – The target for this quarter as set at the beginning of the year. <u>Perf. RAG</u> – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target. <u>Perf. Indicator Trend</u> – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:</p> <ul style="list-style-type: none"> • A ‘downward arrow’ always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire). • Similarly an ‘upward arrow’ always indicates improved performance. <p><u>YTD Actual</u> – The data for the year so far including previous quarters. <u>YTD Target</u> – The target for the year so far including the targets of previous quarters. <u>Outcome RAG</u> – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green).</p> <p>Risks</p> <p><u>Risk Title</u> – Gives a description of the risk. <u>Lead Officer</u> – The person responsible for managing the risk. <u>Supporting Officer</u> – The person responsible for updating the risk. <u>Initial Risk Rating</u> – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black). <u>Current Risk Rating</u> – The level of the risk at this quarter. <u>Trend Arrow</u> – This shows if the risk has increased (red, upward arrow), decreased (green, downward arrow) or remained the same between the initial risk rating and the current risk rating (amber, stable arrow). <u>Risk Status</u> – This will either show as ‘open’ or ‘closed’. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.</p>

Performance Progress Report

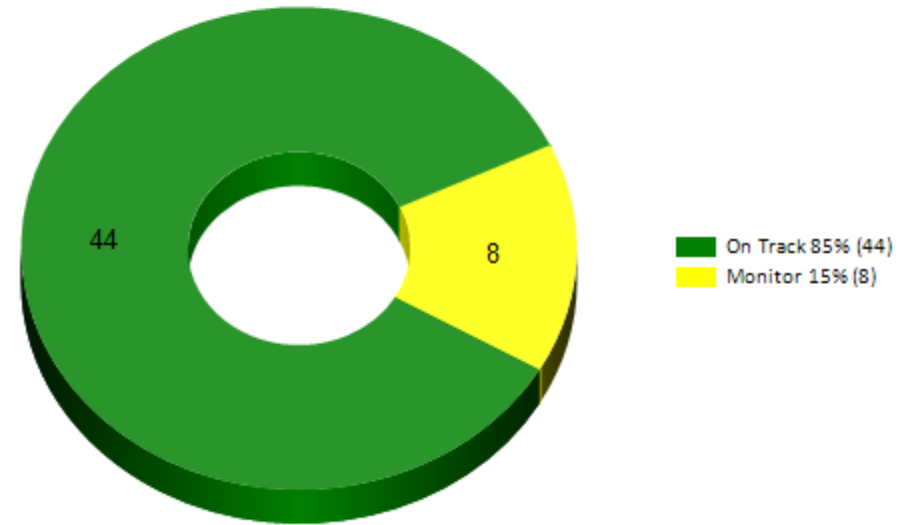
Flintshire County Council

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Action Progress RAG Status

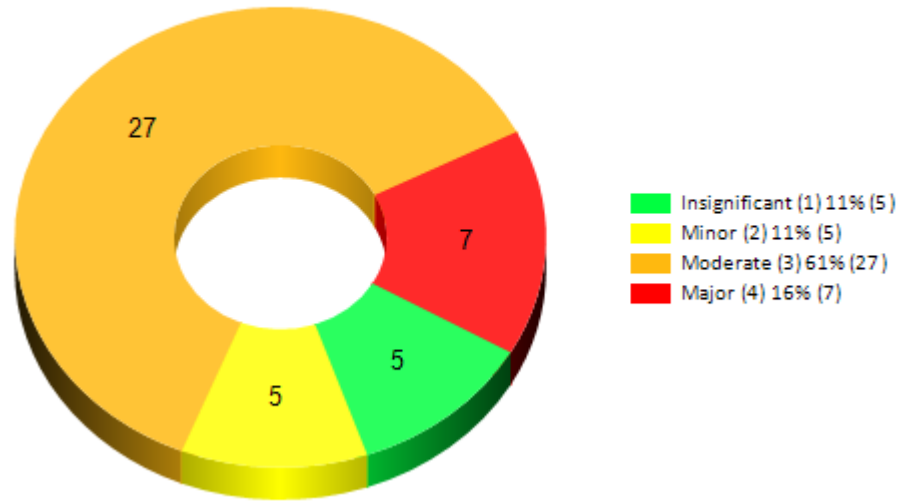


Action Outcome RAG Status





Please note: No Target (1) is an action which can only be measured at the end of year.



Current Risk Status





1 Supportive Council

Action

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.1 Provide new social and affordable homes	Melville Evans - Senior Manager - Housing Programmes	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work continues to deliver the Strategic Housing and Regeneration Programme. The programme has delivered 153 new Council and affordable homes at the end of Quarter 3. The next phase of the programme has been approved and will deliver a further 149 new council and affordable homes across the county. Work continues to identify suitable land within the county for further developments.</p> <p>Last Updated: 23-Jan-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.2 Welsh Housing Quality Standard (WHQS) Investment plan targets achieved	Sean O'Donnell - Contract Surveyor	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All WHQS Contracts have progressed into Year 4 (2018/19) of the 6 year Capital Programme with a smooth transition into their new Capital Districts (areas of work). The Capital Programme has now introduced new work streams which will gradually replace the Internal work streams (kitchens and bathrooms). This will comprise of roofing works, window & door replacements along with wider community works including car parking and communal footpaths. These new work streams will have an increased impact on communities as they begin to transform the aesthetics and environment by regenerating and revitalising areas. Currently all WHQS Contracts are on schedule to be completed before 31st March 2019 and our current expenditure and delivery key performance indicators are also on target.</p> <p>Last Updated: 23-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.1.3 Address the increasing frequency of unauthorised Gypsy and Traveller encampments and improve the Council's own permanent site	Melville Evans - Senior Manager - Housing Programmes	In Progress	12-Jul-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Flintshire Gypsy and Traveller Accommodation Assessment (GTAA) 2018 update was commissioned by Flintshire County Council in the summer of 2018. The GTAA report will be completed by March 2019. The purpose is to update the Gypsy and Traveller pitch requirements evidence base to inform the preparation of the Local Development Plan. As part of this, works are underway to identify a suitable location for a transit site within the county to address the unauthorised Gypsy and Traveller encampments. Improvements to the existing Council owned site have been identified and work undertaken to the utility blocks. Funding options are being investigated with Welsh Government to cover further improvement costs.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.1 Improve standards within the private rented sector	Jenny Prendergast - Health and Safety Team Leader	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

We have proactively undertaken work to ensure that landlords register with Rent Smart Wales and have been working with Rent Smart Wales to tackle those who are resistant to registering .



Last Updated: 11-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.2 Deliver the Council's housing growth needs	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Welsh Government funding programme, Social Housing Grant (SHG), continues to provide funding for our Housing Association Partners to deliver 262 units. The outcome of the programme will be the delivery of a mix of social rented properties to meet general housing needs, supported housing and intermediate purchase products. Work is being undertaken to engage with owners of empty properties to bring 70 units back into use. Planning policy requirements are being negotiated on a site by site basis and continue to deliver affordable homes and affordable ownership properties on market led residential developments.



Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.1.2.3 Meeting the housing needs of vulnerable groups	Lesley Bassett - Housing Strategy Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

To date we have rehoused 35 people from vulnerable groups into appropriate housing. We have also implemented a strategic acquisition policy which enables us to acquire units where they meet a specific need including larger families.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.1 Support Flintshire residents to better manage their financial commitments	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Personal budgeting support is provided to Flintshire residents via the Welfare Reform response team. The team deal with referrals from the Council and from external agencies or organisations such as Citizens Advice and Job Centres. The team also provide advice and support relating to discretionary housing payments for people who are struggling to meet their rental payments. Ongoing referrals to other agencies or organisations is sometimes necessary depending on the specialist advice or support the customer may require.



Last Updated: 23-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.2 Working collaboratively to minimise Universal Credit (UC) Risks	Jen Griffiths - Benefits Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Cross organisation and cross sector meeting are held regularly to review progress with actions, raise issues and identify solutions. Where issues are based around the national model, there is a process in place to escalate, track progress and disseminate solutions or work arounds as and when received.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.3 .Develop skills programmes and delivery mechanisms for North Wales Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Growth Vision for North Wales emphasises the importance of skills to meet the needs of the economy and facilitate growth. The Regional Skills Partnership (RSP) is tasked with identifying skills needs and steering learning provision. The RSP has now also been tasked with overseeing the employability work streams of the Growth Vision - the Information and Advice Gateway and the Employability Pathway. These are currently under development. The Economic Ambition Board has received confirmation of funding from UK and Welsh Governments in the region of £240m which will include skills capital projects.



Last Updated: 10-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.2.1.4 Develop and deliver programmes to improve domestic energy efficiency to reduce Co2 emissions and fuel poverty	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council is delivering the Warm Homes Fund programme in partnership with Warm Wales and Care and Repair. The programme will deliver energy efficient heating system to a minimum of 300 households and energy advice to 3,000 properties. In addition, the Council is delivering a gradual programme of replacing older boilers in its own stock with more energy efficient models. The Council is currently developing the next phase of gas infill project with Wales and West Utilities to extend the gas main network to properties in Ffynnongroyw. If approved this will enable householders to access more cost-efficient heating systems. The Council is also working closely with providers for the ECO (Energy Company Obligation), Nest and Arbed funding programmes. This will maximise benefit to Flintshire from these programmes and to ensure that the programmes, although managed independently, are delivered coherently in Flintshire and that support is co-ordinated for the benefit of each individual householder.

Last Updated: 23-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.1 Expand and support the care sector to enable people to live well and have a good quality of life	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The 32 bed expansion of Marleyfield Care Home is in the design phase, with a planned operational date of mid-2021. Hwb Cylfe, the planned replacement for Glanrafon Day Centre for people with a learning disability, is in the construction phase following confirmation of a £4m capital investment, and is well on track to open in Spring 2019. The fourth Extra Care facility in Holywell is in the construction phase, with an expected operational date of 2021. We are progressing the roll out for domiciliary and nursing care. The regional framework for Domiciliary Care is now in place; some new providers have come on board, and we are working regionally to reopen the framework to increase numbers further. We are developing support materials and training for residential providers who are working towards silver and gold accreditation. We have completed a review of the domiciliary care sector in Flintshire with regard to recruitment and retention to gain an understanding of the issues faced by providers. Alongside this, we are in the initial phases of reviewing demand management, particularly with regard to domiciliary care.

Last Updated: 29-Jan-2019



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.2 Support greater independence for individuals with a frailty and/or disability, including those at risk of isolation.	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The review of double handed care (2 staff attending each call) is continuing. Creative solutions are being found as an alternative to traditional domiciliary care; these solutions are efficient and cost effective, and support a culture of control & self-determination, whilst freeing up domiciliary care hours to be utilised for people in critical need. The new 37 hour post in partnership with Flintshire Local Voluntary council (FLVC) has been recruited in the Single Point of Access to support social prescribing, linking to GPs in the community. The business case for Glan y Morfa has been agreed and Welsh Government are supporting with funding from the Integrated Care Fund. The refurbishment programme has commenced. This facility will provide a step-down for people with a physical disability, who are ready for discharge but not ready to go home.



Last Updated: 09-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.3.1.3 Improve outcomes for Looked After children	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Flintshire's Corporate Parenting Strategy: 'Looking After You' has been published. The Strategy sets out our commitments to children and young people for 2018-2023. The Strategy was supported by a Workshop in September 2018 for elected members setting out their responsibilities, and role, as a Corporate Parent. Significant progress has taken place culminating in an initial draft of our local Placement Strategy for enhancing local placements. This builds on successful local market facilitation with independent and 3rd sector providers. A regional 'Meet the Provider' event took place to share local and regional placement needs. Placement stability for looked after children has improved from 9.3% last year to 8.8% by Quarter 3 of this year.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.1 Develop and integrate services for carers with our commissioned providers	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Carers Services continue to progress and develop, adapting to the changing needs of carers when they present. Flintshire has continued to work closely and proactively with our Carers Services reviewing our working practices and partnerships regularly via the Carers Strategy Group. Success of the group is reflected by its consistently high levels of productivity and regular attendance by all partners. The Strategy Group over the past 6 months has been working with regional partners to develop a North Wales Strategy for Carers Services and are at present reviewing the proposed monitoring tool for this strategy. This Strategy aims to further embed the Social Services and Wellbeing (Wales) Act and create more consistency in service provision across the regions and across health and social services. As an Authority Flintshire has a number of Carers Services that provide a wide range of provision, which continue to meet performance expectations and targets over the last quarter. Flintshire's Young Carers Services continues to be delivered by Barnardo's in Flintshire who continue to deliver high quality support to a number of Young Carers. This contract is due to come to an end and as a result Flintshire has begun a review of this service in order to ensure quality of provision and future service delivery is fully considered and assured moving forward.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.2 Embed the long term use of integrated Care Fund (ICF) to meet local needs and demands	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Partners in Flintshire have continued to maximise the use of the extended Integrated Care Fund (ICF) programme to meet the priorities of Flintshire residents. The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme, and Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. Examples of the work funded by ICF to support people with dementia includes increasing support offered to care homes to continue through the Progress for Providers Framework and extending that work into the domiciliary care sector, and reviewing the support offered to people with early onset dementia.



Last Updated: 23-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.3 Embed the Early Help Hub into everyday practice by working with statutory partners and the third sector	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. In Quarter 3, 309 families accessed the Hub and were provided with information and / or support. This brings the total throughput for the first nine months to 945, well above our target for the year of 800 families.



Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.4.1.4 Working with the new Wales Programme to recognise Adverse Childhood Experiences	Craig Macleod - Senior Manager, Children's Services & Workforce	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The police are developing a joint agency project to deliver an Adverse Childhood Experiences (ACE) informed approach to community policing. The EAT (Early Action Together) project focuses on the role of the police in navigating families to community and social support to address their needs. Flintshire is working with the EAT project to bring a co-ordinated approach to responding to ACEs and developing the awareness, skills and competencies of public sector staff. A substantial training programme commenced in December 2018 to train front line police on ACE's, what this means for their work and the families they interact with. This training is aimed at ensuring a more holistic approach to policing vulnerability and ensuring that families in need of help are identified and supported to access this.



Last Updated: 16-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 All Council portfolios to understand and act on their responsibilities to address safeguarding	Jane M Davies - Senior Manager, Safeguarding & Commissioning	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Corporate e-learning safeguarding package has been updated and is now available through Learning Pool. Representatives of Corporate Safeguarding Panel are in discussions with Theatr Clwyd to develop a drama based learning programme which will be delivered to all portfolio areas in 2019/20. Corporate Safeguarding Panel now has representation from the North Wales Modern Slavery Group who attend regularly and provide a link to the activity.

Last Updated: 24-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.4 Identify and address the signs and symptoms of domestic abuse and sexual violence	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Wiltshire County Council continues to work alongside the Regional Domestic Abuse and Sexual Violence Board. A joint strategy is now in place for North Wales, which is included on the website. Regional structures are now in the process of being formed through the establishment of a Joint Commissioning Board and a Training Group. Corporate Training are leading on the delivery of the e-learning module.

Last Updated: 24-Jan-2019

Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.1.1.4M04 Increasing the total number of properties managed by NEW Homes	No Data	127	148	 AMBER	N/A	127	148	 GREEN

Lead Officer: Melville Evans - Senior Manager - Housing Programmes

Reporting Officer: Denise Naylor - Housing Programmes Support Manager

Progress Comment: Work has began at the development sites at Llys Dewi, Penyffordd and Maes Gwern, Mold . The developments at Nant y Gro, Gronant and Dobshill will begin in 2019. Completion of the developments will add a further 39 new homes to the NEW Homes portfolio. NEW Homes has also acquired 3 new properties at St Mary's Park, Northop Hall.

Last Updated: 29-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.1M01 The percentage of landlords and letting agents compliant with the Rent Smart Code of Practice	76.6	88.48	75	 GREEN	↑	88.48	75	 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Jenny Prendergast - Health and Safety Team Leader

Progress Comment: Ongoing proactive and reactive work with landlords is being taken to ensure registration and compliance with Rent Smart Wales .

Last Updated: 29-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	100	 GREEN	↔	100	100	 GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Jenny Prendergast - Health and Safety Team Leader

Progress Comment: All complaints about substandard housing conditions were investigated. 155 service requests dealt with.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.1.2M02 The percentage of tenants protected from unsuitable living conditions	100	100	100	 GREEN	↔	100	100	 GREEN

Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy

Reporting Officer: Jenny Prendergast - Health and Safety Team Leader

Progress Comment: All complaints about substandard housing conditions were investigated. 155 service requests dealt with.

Last Updated: 11-Jan-2019

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.2.3M03 Number of affordable housing on all applicable applications for residential development	N/A	44	N/A	N/A	N/A	161	0	N/A

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Daniel McVey - Planning Officer

Progress Comment: Planning officers continue to assess the need for an affordable housing element on all new housing development applications and apply the relevant criteria from the Councils affordable housing policy. By applying the criteria we can calculate the affordable housing contribution required from the developer.

Last Updated: 23-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.2.3.1M01 (PAM/015) Average number of calendar days taken to deliver a DFG	309.11	322.63	247	 RED	↓	308.77	247	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Joseph Muxlow - Regeneration Programme Lead

Progress Comment: A Disabled Facilities Grant (DFG) is a mandatory grant to help individuals living with a disability with the cost of adapting their homes to enable them to continue living at their residence with the maximum amount of independence. This area of performance has required improvement for a number of years.

As a result a DFG review board has been established which meets monthly to review progress towards implementing improvements to processes and controls. One improvement area has been the launch of a new contractor framework for the delivery of the DFG's which has started to show a reduction in the number of days taken to deliver DFGs.



In 2017/18 DFG works were suspended due to budgetary constraints with outstanding works being completed this year. This has impacted on the overall performance for the service as these cases were on hold for as long as 4 months.

Overall performance is affected by these older cases from 2017/18, which is bringing down the figures when compared with the current year cases that are being delivered using the improved processes. This is evidenced as follows:

- 5 adaptations delivered in Q3 were 17/18 legacy cases and averaged 397 days
- 3 adaptations delivered from 18/19 claims and using the new approach averaged 198 days

Once the backlog of legacy cases has been completed during the remainder of this year, 2019/20 performance should show a marked improvement.

Last Updated: 29-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.1M01 Number of days to process new housing benefit claims	15.3	20.48	20	 AMBER	↓	22.15	20	 AMBER

Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment

Progress Comment: There has been an issue with attendance and vacancies within the service and although there has been some improvement since quarter two, the target of 20 days has not been reached. During the end of the quarter the attendance has improved and training for new employees in on going so an improvement in quarter four into target area is expected

Last Updated: 29-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.2M02 Number of days to process change of circumstances for housing benefit	7.4	9.38	8	 AMBER	↓	9.38	8	 GREEN

Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Suzanne Jones - Team Manager - Benefits and Council Tax Reduction Assessment

Progress Comment: Processing times have improved since quarter two, however the target of 8 days has not been achieved. Towards the end of this quarter the attendance within the team has improved and training for new employees is on going.

Last Updated: 28-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.1.3M03 The amount of additional income paid to Flintshire residents as a result of the work undertaken by the Council (£)	352257.53	685486.82	375000	 GREEN	↑	1716798.88	1125000	 GREEN

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets

Reporting Officer: Jen Griffiths - Benefits Manager

Progress Comment: Income gains for Flintshire residents are via a combined effort of Supporting People teams; Citizens Advice Flintshire and Macmillan funded posts in Wrexham County Borough Council.

Last Updated: 15-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.1M01 (PAM/012) Percentage of households successfully prevented from becoming homeless	74.73	70.97	89	 AMBER	↓	78.47	89	 AMBER

Lead Officer: Neal Cockerton - Chief Officer - Housing and Assets



Reporting Officer: Jenni Griffith - Flintshire Connects Manager

Progress Comment: The Housing Solutions Service achieved 70.97% successful outcomes this quarter. The year to date percentage is 78.47%.

Whilst this is below the target set at 89% it is within the variance set. There continue to be significant challenges for homeless prevention. Welfare reform changes and the availability of suitable properties within the private rented sector has limited the options available for customers. The service is continuing to develop new and innovative working practices to assist with early intervention and prevention of homelessness.

Last Updated: 29-Jan-2019

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.2M02 The number of people on Universal Credit (UC) that have received personal budgeting support	111	105	157	 AMBER	↓	536	468	 GREEN



Lead Officer: Jen Griffiths - Benefits Manager

Reporting Officer: Dawn Barnes - Training Officer



Progress Comment: There has been a reduction in people making a new claim for Universal Credit which has led to a reduction in referrals for budgeting support.



Last Updated: 03-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.2.3M03 The number of people on Universal Credit (UC) that have received digital support	701	122	95	 GREEN	↓	539	283	 GREEN
<p>Lead Officer: Jen Griffiths - Benefits Manager Reporting Officer: Dawn Barnes - Training Officer Progress Comment: There is a continued high demand for access to Assisted Digital Support for Universal Credit customers.</p> <p>Last Updated: 19-Dec-2018</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.3.1M01 Number of people completing programmes commissioned by the Council which deliver job and training outcomes	179	96	125	 AMBER	↓	350	375	 GREEN
<p>Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy Reporting Officer: Sharon Jones - Communities For work Progress Comment: 96 Clients between Communities For Work (CFW) & Communities For Work Plus (CFW+) have registered for the programme,. All have support from a mentor. End November / December is notoriously a quiet month. We have fewer clients through Job clubs / Drop ins especially December. Also between 20th December and 7th January there are no job clubs or drop in sessions, so the number of clients enrolling onto the programme and completing a course would be limited.</p> <p>Last Updated: 29-Jan-2019</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.1M01 The number of people receiving advice and support to enable reductions in tariffs	N/A	186	137.5	 GREEN	N/A	583	412.5	 GREEN
<p>Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy Reporting Officer: Shelley Webber - Energy Project Coordinator Progress Comment: Provided advice for Warm Homes Fund and Healthy Homes Healthy People (HHHP) clients, started Arbed engagement in Penyffordd</p> <p>Last Updated: 29-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.2M02 The number of private sector homes receiving efficiency measures	25	107	25	 GREEN	↑	229	75	 GREEN
<p>Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy Reporting Officer: Shelley Webber - Energy Project Coordinator Progress Comment: A combination of Warm Homes Fund and Affordable Warmth installs including boilers plus a focus on the supply of lighting upgrades and monitors</p> <p>Last Updated: 29-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.3.4.3M03 The number of Council homes receiving energy efficiency measures	15	22	25	 AMBER	↑	119	75	 GREEN
<p>Lead Officer: Andrew Farrow - Chief Officer - Planning, Environment and Economy Reporting Officer: Shelley Webber - Energy Project Coordinator Progress Comment: During quarter 3 19 Boilers/Air Source Heat Pump installs for council stock and 3 Loft insulation were carried out.</p> <p>Last Updated: 29-Jan-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.1M01 Number of in house locality teams working towards Bronze standard in Progress for Providers of domiciliary care	N/A	3	0.75	 GREEN	N/A	3	0.75	 GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: We have three in house domiciliary care providers working on the bronze standard for Progress for Providers

Last Updated: 07-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.2M02 Number of independent sector providers working towards Bronze standard in Progress for Providers of domiciliary care	N/A	1	1	 GREEN	N/A	1	1	 GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: One independent sector provider is currently working towards Bronze accreditation.

Last Updated: 11-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.4M04 Sustaining existing care homes within Flintshire	26	27	26	 GREEN	↑	27	26	 GREEN



Lead Officer: Neil Ayling - Chief Officer - Social Services



Reporting Officer: Jacque Slee - Team Manager Performance



Progress Comment: The number of care homes in Flintshire remains static since quarter two when one independent provider reopened a home offering residential care in Flintshire.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.1.5M05 The percentage occupancy within Flintshire care homes	96.04	95	95	 GREEN	↓	95	95	 GREEN
<p>Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: Care home occupancy remains high and static.</p> <p>Last Updated: 11-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.2.2M02 The percentage of the relevant workforce to have received training in Regulation and Inspection of Social Care (Wales) Act (RISCA)	N/A	75	50	 GREEN	N/A	75	50	 GREEN
<p>Lead Officer: Neil Ayling - Chief Officer - Social Services Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: RISCA training is ongoing and we are on track to deliver to the relevant workforce by the end of this year.</p> <p>Last Updated: 11-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.2M02 (PAM/029) Percentage of children in care who had to move 2 or more times	6.17	4.17	10	 GREEN	↑	8.75	10	 GREEN
<p>Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce Reporting Officer: Jacque Slee - Team Manager Performance Progress Comment: So far this year, 8.75% of children looked after have moved more than twice. This included planned placement moves in accordance with the child's plan.</p> <p>Last Updated: 29-Jan-2019</p>								




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.4.3.3M03 Percentage of looked after children with a timely health assessment	N/A	65.38	81	 RED	N/A	69.06	81	 AMBER

Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: The performance at Q3 (65.38%) is below the period target (81%), however there have been significant improvements since April, with the looked after nurse regularly attending team meetings and managing the assessment appointments. BCUHB have increased the availability of appointments per month to 6 slots and recruited 2 trainee doctors to assist with Health assessments from October 2018. The performance trend for the year to date shows a 27% improvement on last year's performance, with 69.06% of children looked after having a timely health assessment, as compared to 54.6% last year. Despite these improvements we are still unlikely to meet this year's target.

Last Updated: 29-Jan-2019




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.1.1M01 Number of adult carers identified.	299	371	225	 GREEN		1051	675	 GREEN

Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: Over the 9 month period we have already exceeded the total for last year; however, this is in part due to improvements in our data collection processes.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.2.1M01 (PAM/025) Number of people kept in hospital while waiting for social care per 1,000 population aged 75+	1.36	0.66	1.89	 GREEN		1.98	1.89	 AMBER



Lead Officer: Neil Ayling - Chief Officer - Social Services

Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target: 1.78

Progress Comment: A further nine delays in Quarter 3 mean that we will not meet our annual target. Social Services and BCUHB managers continue to work together to reduce delays wherever possible.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.1M01 Percentage of child protection referrals that result in "no further action".	34	17.2	30	 GREEN	↑	17.2	30	 GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce



Reporting Officer: Jacque Slee - Team Manager Performance

Aspirational Target: 30.00

Progress Comment: Reasons for no further action include a change in need or circumstances, Child Protection threshold not met, or case signposted to other services.

Last Updated: 16-Jan-2019

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.5.3.2M02 The number of families receiving information and support through the Early Help Hub	No Data	309	200	 GREEN	N/A	985	600	 GREEN

Lead Officer: Craig Macleod - Senior Manager, Children's Services & Workforce

Reporting Officer: Jacque Slee - Team Manager Performance

Progress Comment: The throughput of the Early Help Hub continues to be high.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.1M01 Percentage of employees who have completed the level 1 e-learning training package to meet the requirements of the Domestic Abuse and Sexual Violence National Training Framework	1.34	36.4	45	 GREEN	↑	36.42	45	 AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner

Reporting Officer: Heather Johnson - Corporate Training Officer

Aspirational Target: 50.00

Progress Comment: 36.4% of employees have completed this training which is provided via a standardised e-learning package. This is against a target of 45% for the year. The percentage completion is improving given the delay in accessing the module from WG. In addition, a significant proportion of the workforce have limited if any work-based IT access so alternative methods of delivering the training are being explored.

Last Updated: 29-Jan-2019

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	844	2068	N/A	N/A	↑	3803	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Sian Jones - Public Protection Manager - Community and Business

Aspirational Target:

Progress Comment: This is the overall figure for reported incidents of domestic abuse and sexual violence received by North Wales Police. Consistent with previous quarters, the levels of domestic abuse incidents far exceeds levels of sexual violence.

Last Updated: 11-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.3M03 The number of domestic abuse incidents reported to North Wales Police	747	1697	N/A	N/A	↑	3172	0	N/A

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Sian Jones - Public Protection Manager - Community and Business

Progress Comment: With a national focus on crime recording integrity, in April 2018 changes were made in the recording of victim based crime, which have had a particular impact on domestic related offences. As a result, reports of Domestic Crime being identified in Flintshire continue to increase. This trend is in evidence across the force area.

Last Updated: 10-Jan-2019

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.2.4M04 The number of incidents of sexual assaults reported to North Wales Police	97	371	N/A	N/A	↑	631	N/A	N/A

Lead Officer: Lynne Fensome - Management and Support Manager




Reporting Officer: Sian Jones - Public Protection Manager - Community and Business

Progress Comment: The recorded levels of Sexual Offences in Flintshire remain relatively stable for Q3 2018/19. It should be noted that there can be significant fluctuations in reported offences from week to week, partly due to reporting of historic offences.




Last Updated: 10-Jan-2019




RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Homelessness will remain a growing area of demand due to the current economic climate	Jenni Griffith - Flintshire Connects Manager	Lesley Bassett - Housing Strategy Manager				Open
<p>Potential Effect: Homelessness remains an area of risk. The lack of suitable, settled accommodation for those on welfare benefits has caused delays in being able to achieve positive outcomes for customers.</p> <p>Management Controls: The Council has been awarded in year funding to assist with additional measures to develop Landlord incentives within the private rented sector. We have also been awarded funding to develop a night shelter during the winter months.</p> <p>Progress Comment: Homelessness remains a risk as a result of a number of factors. The introduction of welfare reforms and Universal Credit has created additional barriers to being able to successfully discharge duties to customers. The number of people presenting to the authority for help has increased during each quarter. Additional funding has been granted to develop landlord incentives within the private rented sector and also to consider alternatives to rough sleeping.</p> <p>Last Updated: 18-Jan-2019</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The supply of affordable housing will continue to be insufficient to meet community needs	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Open
<p>Potential Effect: i) Increase in homelessness ii) Increased pressure on the Housing Options Team iii) Increase in people sleeping rough</p> <p>Management Controls: A Housing Strategy Manager is in post to monitor and manage Section 106 and Social Housing Grant programmes.</p> <p>Progress Comment: This will always be a risk due to changes in housing demand and a lack of supply both in terms of the quantity and type of affordable homes provided. Over the past year the Welfare Reform policies have also impacted on the type of affordable housing required due to benefit restrictions. The Council aims to mitigate the risk through:</p> <ol style="list-style-type: none"> 1. Informing the type and size of all of the new builds (Council and RSLs) 2. Informing the type, tenure and size of affordable housing provision through market led schemes. <p>Last Updated: 18-Jan-2019</p>						


RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Department for Works and Pension's Welfare Reform Programme, including Universal Credit full service implementation which would place increasing demand on the Council for affordable and social housing	Jenni Griffith - Flintshire Connects Manager	Denise Naylor - Housing Programmes Support Manager, Suzanne Mazzone - Commissioning Officer				Open

Potential Effect: Increased homelessness

Management Controls: Developing innovative housing schemes that will aim to provide housing at a cost that under 35's can meet. The Common Housing Register recognises affordability as a housing need and gives priority to those who are suffering financial hardship in terms of housing costs due to the impacts of welfare reforms

Progress Comment: Applicants who are affected by bedroom tax are given urgent priority for rehousing to more affordable accommodation. The proposed property for the shared housing pilot received full planning permission and work has been undertaken to establish demand. Due to Government changes and the withdrawal of plans to introduce a shared room rate for under 35s the demand in social housing for shared accommodation has lessened. Applicants contacted expressed a preference for self contained properties and we were unable to establish demand for the shared housing pilot. This will of course have an effect on the demand for affordable one bedroom properties.

Last Updated: 23-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of land supply for council housing construction	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager				Closed

Potential Effect: i) Reduction in number of units delivered

Management Controls: On-going work to maximise the use of Council land and other publically owned land. Privately owned sites are reviewed for their potential use and purchase.

Progress Comment: Potential land for development of housing through the Strategic Housing and Regeneration Programme (SHARP) continues to be identified and considered to support the target of 500 new social and affordable houses by 2021.

Last Updated: 23-Oct-2018

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Capital borrowing limits for council housing	Melville Evans - Senior Manager - Housing Programmes	Denise Naylor - Housing Programmes Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: A reduction in the construction and delivery of Council houses</p> <p>Management Controls: i) submit application to Welsh Government for increase in borrowing cap relating to specific schemes. ii) Lobby WG to remove borrowing limits following removal in England iii) seek increase in borrowing cap with the UK Government through the Growth Deal</p> <p>Progress Comment: WG announced in November 2018 they would be discontinuing the Housing Revenue Account (HRA) Borrowing Cap. The Council is currently reviewing how this will impact upon its ability to build new Council properties.</p> <p>Last Updated: 29-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Customer expectations for the timeliness of adaptations undertaken through Disabled Facilities Grants (DFGs) may not be met due to competing demands on resources	Niall Waller - Service Manager - Enterprise and Regeneration		Amber	Amber	↔	Open
<p>Potential Effect: There will be a reputational risk to the Council if adaptations fail to meet the expectations of customers. This is increased because of the national ranking of performance by Welsh Government.</p> <p>Management Controls: i) Monitoring and management of adaptation cases. ii) Ongoing process review. iii) Continually seek ways to further increase cost-efficiency iv) Increase in budget allocation to meet demand</p> <p>Progress Comment: The performance on DFG timescales has been an area of challenge over time and a management board has been established to improve and monitor progress. The budget for the programme is currently on track. Improvements in timeliness have been noted with the implementation of a new process.</p> <p>Last Updated: 29-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Availability of sufficient funding to resource key priorities	Niall Waller - Service Manager - Enterprise and Regeneration	Melville Evans - Senior Manager - Housing Programmes	Amber	Amber	↔	Open
<p>Potential Effect: Customers will wait longer to receive adaptation work in their homes</p> <p>Management Controls: Monthly monitoring of adaptations budgets and consideration of the business case for an increased budget allocation.</p> <p>Progress Comment: All budgets are monitored monthly to ensure there is sufficient availability for funding key priorities. However, as demography and expectations change with reduced resources the Council is continually reviewing opportunities to meet requirements.</p> <p>Last Updated: 10-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Universal Credit Full Service roll out - negative impact upon Council services	Jen Griffiths - Benefits Manager	Dawn Barnes - Training Officer	Amber	Amber	↔	Open
<p>Potential Effect: Potential increased in rent arrears and decrease of Council Tax collection. Potential increased risk of homelessness and need for accommodation. Increased demand in existing support services</p> <p>Management Controls: Welfare Reform is undoubtedly impacting services. Rent Arrears have increased and there is work on-going to identify the reason for this. Focus is now more on early identification and intervention and we have increased communication across the teams and portfolios to support this work. Council Tax Collection is under pressure and we are currently reviewing the claims process for Council Tax Reduction to make the process easier and quicker. Although there is no evidence of links to increased presentations for homelessness, this remains a risk and we will continue to provide early intervention to prevent this and monitor the situation closely.</p> <p>Progress Comment: Work is now well underway to identify and mitigate the impacts of Universal Credit on Council Tenants and their rent accounts. Work is concentrated around early intervention which enables support to be provided to those who need it, but a harder line to be taken with those who can pay but choose not to. This provides a more realistic chance of the rent account coming back under control and out of arrears. There will inevitably always be an element of cash flow arrears on accounts due to the Universal Credit payments (whether direct to the council or directly to the tenant) are made in arrears. During 2018/19 focus is on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.</p> <p>Last Updated: 23-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand for advice and support services will not be met	Jen Griffiths - Benefits Manager		Amber	Amber	↔	Open
<p>Potential Effect: The impact of Welfare Reform on Flintshire households increasing the demand for advice and support to levels beyond what resource can handle in a timely manner.</p> <p>Management Controls: The Flintshire Advice and Support Gateways are ensuring residents in need of help are referred to an appropriate service provider and maximising effective use of resources as far as possible.</p> <p>Progress Comment: The development of the Welfare Response Team has assisted with the implementation of Universal Credit. Referrals to wider support services still remain high with a significant number of residents presenting with underlying debt issues. Managers across Customer Services, Neighbourhood Housing and Revenues and Benefits are continuing to work together to develop early intervention strategies.</p> <p>Last Updated: 18-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Debt levels will rise if tenants are unable to afford to pay their rent or council tax	Jen Griffiths - Benefits Manager	Sheila Martin - Income Team Leader	Amber	Red	↑	Open
<p>Potential Effect: With the introduction of universal credit and reduction in benefits being paid it is anticipated that tenants will struggle to maintain their payments increasing the level of debts owed to the Council for Rent and Council Tax.</p> <p>Management Controls: Review of procedures is being carried out to try and mitigate the impact, however, a full estimate of impact cannot yet be confirmed.</p> <p>Progress Comment: Work has commenced on the identification of the impacts of Universal Credit on Council Tenants and their rent accounts. There is a team that works with tenants at the earliest opportunity on the basis that intervention at early stages allows support (if appropriate) to be identified earlier giving a more realistic chance of the rent account coming back under control and out of arrears.</p> <p>The Council now has "Trusted Partner" status with the Department for Work and Pensions which means that processes and flow of information and payments is more streamlined and automated. Notwithstanding this, there will inevitably always be an element of cash flow arrears on accounts due to Universal Credit payments (whether direct to the council or directly to the tenant) being made in arrears.</p> <p>During 2018/19 focus has been on early identification and intervention to prevent the problem from escalating. Council Tax Collection remains under pressure.</p> <p>Last Updated: 29-Jan-2019</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The local economy will suffer if residents have less income to spend	Jen Griffiths - Benefits Manager	Jenni Griffith - Flintshire Connects Manager	Amber	Amber	↔	Open
<p>Potential Effect: Local economy will suffer as people can only just afford to spend on essential items</p> <p>Management Controls: The council is continuing to support residents to access advice and support to enable them to better manage their financial situation.</p> <p>Progress Comment: Welfare Rights and Supporting People teams worked with residents during the year to explore areas of income maximisation for residents of the County.</p> <p>Last Updated: 28-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Delivery of social care is insufficient to meet increasing demand	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Amber	Green	↓	Closed
<p>Potential Effect: People would be likely to experience increased waiting times or be unable to access services, with a resulting negative impact on the reputation of the Council.</p> <p>Management Controls: Developing the market for residential and nursing care</p> <ul style="list-style-type: none"> Extending the opening hours for single point of access Implementing Community Resource Team Developing community resilience Implementing an Early Help Hub for children and families <p>Progress Comment: Recommendations have been approved to explore the extension of Marleyfield (32 beds for intermediate care and discharge to assess). This expansion will also help to support the medium term development of the nursing sector. The Single Point of Access has already extended the time the service is available from in the mornings and work is near completion to extend the closing time and introduce weekend working. The multi agency Early Help Hub for children and families is in operation. The risk has been mitigated to green and is now closed 12/07/2018.</p> <p>Last Updated: 12-Jul-2018</p>						




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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Demand outstrips supply for residential and nursing home care bed availability	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance	Red	Red	↔	Open
<p>Potential Effect: Increase in hospital admissions and delayed transfers from hospital. Increased pressure on primary care services leading to deteriorating relationship with local partners.</p> <p>Management Controls: i) Working with Corporate colleagues to use capital investment to support the development of our in-house provision. ii) Outcomes from the 'Invest to Save' Project Manager made available together with a short, medium and long term plan to support the care sector. iii) Quick wins from the 'Invest to Save' Project Manager to be implemented. iv) Increase bed and extra care capacity for dementia/ learning disabilities. v) Develop specialist respite for Early Onset Dementia. vi) Identify and create market change and dynamics, generate more competition, new providers for all ages including children and LD. vii) Assist with local housing (potentially subsidised) for specified employees in social care i.e. direct care staff. viii) Joint marketing and recruitment campaign, including portals, sharing of candidates, shared approach.</p> <p>Progress Comment: The expansion of Marleyfield to support the medium term development of the nursing sector continues under the direction of the Programme Board. The re-phasing of Integrated Care Fund (ICF) capital to fit in with the Council's capital programme has been agreed by Welsh Government. Recommendations from Social & Health Care Overview and Scrutiny Committee were that the Committee support the ICF programme and the initiatives of utilising short term funding streams to deliver against strategic and operational priorities for the council and key partners. Workstreams from the Strategic Opportunity Review are continuing. A strategic review of demand and supply in light of the new capital developments is being undertaken.</p> <p>Last Updated: 29-Jan-2019</p>						




RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Annual allocation of the Integrated Care Fund (ICF) - Short term funding may undermine medium term service delivery	Susie Lunt - Senior Manager, Integrated Services and Lead Adults	Jacque Slee - Team Manager Performance	Red	Green	↓	Open
<p>Potential Effect: Insufficient funding to sustain medium term service delivery.</p> <p>Management Controls: Seeking agreement from partners on allocation of funds to deliver medium term services</p> <p>Progress Comment: The re-phasing of agreed ICF capital funding has been agreed to fit with our capital programme. Welsh Government have confirmed the ongoing use of ICF revenue funding for existing projects. The Chair of the North Wales Regional Partnership Board and the Chief Executive of BCUHB have created an agreement from partners on the allocation of funds to support delivery of medium term services. Confirmation in principle has been received for allocation of capital funds for Marleyfield. Following receipt of detailed correspondence from WG, the level of risk has reduced to Green.</p> <p>Last Updated: 09-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Early Help Hub cannot deliver effective outcomes	Craig Macleod - Senior Manager, Children's Services & Workforce	Jacque Slee - Team Manager Performance				Closed
<p>Potential Effect: Children and families who do not meet the threshold for a statutory services will not be appropriately directed to alternative services.</p> <p>Management Controls: Agreed information sharing protocol in place Activity data in place and scrutinised Steering body to meet regularly to ensure that resources are being appropriately deployed</p> <p>Progress Comment: The Early Help Hub is fully functioning, with commitment from all agencies. Enhanced consortia arrangements for support through Families First projects are ensuring responsive access to help for families. During Q1 there were 455 referrals and in Q2 there were 693 meaning 1148 referrals to the Hub this financial year. This risk is now closed.</p> <p>Last Updated: 01-Nov-2018</p>						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Rate of increase of adult safeguarding referrals will outstrip current resources	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Jacque Slee - Team Manager Performance				Open
<p>Potential Effect: National timescales for processing safeguarding enquiries will not be met, resulting in potential delays for people requiring safeguarding interventions and impact on reputation of the Council.</p> <p>Management Controls: Realign response to front door referrals by utilising resources within First Contact and Intake, in order to free up time to allow the Safeguarding Managers to effectively delegate tasks.</p> <p>Progress Comment: Responsibilities within Adult Safeguarding and First Contact and Intake have been realigned, with no additional resource. Safeguarding Managers are able to effectively delegate tasks for high priority cases; this ensures that those enquiries that do not meet timescales are of a lower priority. Quarter 2 and 3 data is showing an increase in Safeguarding reports, and these are being addressed within timescales. Internal Audit completed a review of the service in November; this confirmed that processes are in place for the screening and triage of safeguarding referrals. The reviewers concluded that strategy meetings are being undertaken in a timely manner.</p> <p>Last Updated: 08-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Knowledge and awareness of safeguarding not sufficiently developed in all portfolios	Fiona Mocko - Strategic Policies Advisor	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open
<p>Potential Effect: Employees will not recognise when adults and children are at risk and will not take appropriate action.</p> <p>Management Controls: Safeguarding workshops were held during Safeguarding Week in November 2017 and in January 2018; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees. Safeguarding is also included as part of the induction process. Opportunities to deliver training through e-learning are being explored.</p> <p>Progress Comment: Safeguarding is included within the corporate induction procedures, ensuring new employees can recognise the signs and know how to make a report. A Safeguarding e-learning module is under development and is to be implemented during Quarter 4. Additional training is being sourced for the Safeguarding panel.</p> <p>Last Updated: 23-Jan-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Failure to implement safeguarding training may impact on cases not being recognised at an early stage.	Fiona Mocko - Strategic Policies Advisor					Open
<p>Potential Effect: Employees will not identify potential safeguarding issues. Referrals will not be made through the right channels which may delay investigation or result in evidence being contaminated.</p> <p>Management Controls: Safeguarding training is included in induction programme ensuring all new employees receive training. Attendance on safeguarding training is a standing agenda item on the Corporate Safeguarding Panel.</p> <p>Progress Comment: Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding e-learning modules are under development and will be implemented during Quarter 4. Additional training is being provided for the Corporate Safeguarding panel.</p> <p>Last Updated: 23-Jan-2019</p>						



2 Ambitious Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.1 The Regional Economic Growth Deal will be developed to final approval stages with UK and Welsh Government this year, including agreement of funding allocations and formal governance arrangements	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The detailed proposition document has been developed. The UK and Welsh Governments have announced funding support for the Growth Deal and further work is underway to identify which areas of work will be included.</p> <p>Last Updated: 10-Jan-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.2 Guide the development of the Deeside Enterprise Zone (DEZ) and Northern Gateway mixed use development site. Propose that developments maximise economic and social value for the County and that they deliver the commitments made in the Regional Economic Growth Deal	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Council continues to work closely with the DEZ Board, Welsh Government, the owners of the Northern Gateway development site and potential investors to support and secure investment proposals.</p> <p>Last Updated: 10-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The initial report on the Council's Industrial Estate has now been received. Detailed consideration needs to be given to the development of strategies which either release sites for the generation of capital receipts, invest to generate increased income, and review terms on renewal or the exercising of break clauses. It is of course important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach. A more detailed approach to each estate is required and will begin to be undertaken in 2019. From this there will be series of recommendations which will seek to maximise income and minimise liability.



Last Updated: 15-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to regenerating and supporting town centres in partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A new strategic approach to town centres has been developed and will be presented to Cabinet and Scrutiny in March 2019.



Last Updated: 10-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted regeneration investment programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Welsh Government Targeted Regeneration Investment programme is a capital programme to invest in regeneration projects. A North Wales Regeneration Plan has been developed to steer investment and has identified 4 priority settlements for the first tranche of activity based on their levels of deprivation - Rhyl, Colwyn Bay, Wrexham and Bangor. Another 8 towns will also be able to benefit in the early stages of the programme and these include Holywell and Shotton. Although resources for the programme are limited development work is underway on potential projects for inclusion.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.3 Develop a long term strategic approach to Council's economic estate/land	Lisa McLellan - Asset Manager	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

The initial report on the Councils Industrial Estate has now been received. Detailed consideration needs to be given to the development of strategies which either release sites for the generation of capital receipts, invest to generate increased income, and review terms on renewal or the exercising of break clauses. It is of course important to note that these assets generate a significant revenue income stream for the Council so due care needs to be exercised in any approach. A more detailed approach to each estate is required and will begin to be undertaken in 2019. From this there will be series of recommendations which will seek to maximise income and minimise liability.



Last Updated: 15-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.5 Develop a more strategic approach to Regenerating and supporting town centres in partnership with Town Councils	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A new strategic approach to town centres has been developed and will be presented to Cabinet and Scrutiny in March 2019.



Last Updated: 10-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.6 Targeted regeneration investment programme (TRIP) - developing Flintshire's role and it's local programme	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Welsh Government Targeted Regeneration Investment programme is a capital programme to invest in regeneration projects. A North Wales Regeneration Plan has been developed to steer investment and has identified 4 priority settlements for the first tranche of activity based on their levels of deprivation - Rhyl, Colwyn Bay, Wrexham and Bangor. Another 8 towns will also be able to benefit in the early stages of the programme and these include Holywell and Shotton. Although resources for the programme are limited development work is underway on potential projects for inclusion.

Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
2.1.1.7 Propose that the development of regional and local transport strategy and initiatives maximise the potential for economic benefits and improves access to employment and tourism destinations	Niall Waller - Service Manager - Enterprise and Regeneration	In Progress	01-Apr-2018	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: All current transport proposals under development form part of the wider North Wales Growth Vision which seeks to promote economic growth across the region. In the Flintshire context transport proposals focus on enabling residents to access employment opportunities to spread the benefits of economic growth.</p> <p>Last Updated: 10-Jan-2019</p>							

Performance Indicators

No KPIs available for this quarter

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Infrastructure investment does not keep pace with needs and business is lost to the economy	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p>Potential Effect: Infrastructure is essential to facilitating economic growth in Flintshire. If infrastructure is not improved then investment opportunities will be jeopardised and new jobs will not be created. Overloaded infrastructure will also increase the likelihood of business investment being lost to better serviced areas.</p> <p>Management Controls: i) The Council will play a leading role in regional structures promoting economic growth. ii) The Council will set out a clear plan for local infrastructure to meet regional and local needs.</p> <p>Progress Comment: The North Wales Growth Deal will include a package of strategic infrastructure investment projects. At the local level the Deeside Plan sets out a strategy for transport investment to maximise the benefit of economic growth. Welsh Government has already announced major investment in strategic road infrastructure and in public transport to help deliver this strategy.</p> <p>Last Updated: 10-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Support for businesses in Flintshire doesn't meet their needs and fails to encourage investment	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open
<p>Potential Effect: Businesses feed back that they highly value the service provided by the Council to help them to navigate wider support and overcome barriers to growth. Business networking activity delivered by the Council also assist businesses to work and trade together. Reduction of this support may make the County less successful as a location for business.</p> <p>Management Controls: i) The Council will continue to engage businesses and help them to access support. ii) The Council will provide opportunities for businesses to network and support one another.</p> <p>Progress Comment: The business development service in Flintshire remains responsive to business needs. The Council works closely alongside Welsh Government and other agencies to provide a co-ordinated service.</p> <p>Last Updated: 10-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The stability of local and sub-regional economies	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Amber	↔	Open

Potential Effect: Instability in the local and regional economies would lead to reduced business investment and significant job losses.

Management Controls: Maintain an intelligence base on potential risks and mitigation measures.

Progress Comment: The Council continues to monitor changes and trends in the UK and regional economies that may have an impact on Flintshire's economy. The main area of uncertainty, Brexit, remains difficult to predict and quantify whilst the negotiated settlement with the European Union remains unknown.

Last Updated: 10-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The region having a sufficient voice at Welsh Government and UK Government levels to protect its interests	Andrew Farrow - Chief Officer - Planning, Environment and Economy	Niall Waller - Service Manager - Enterprise and Regeneration	Amber	Yellow	↓	Open

Potential Effect: Decisions are taken on national and regional economic issues, infrastructure investment or other programmes which do not meet the needs of the Flintshire economy.



Management Controls: Play a major role in the North Wales Economic Ambition Board, Mersey Dee Alliance and the Rail Task Force.

Progress Comment: The Council has a lead role in developing the role and functions of the North Wales Economic Ambition Board and is closely involved in the work of the Mersey Dee Alliance. The Council also represents the region on the Rail Task Force and supports the All Party Parliamentary Group on transport. The Council is closely involved in the development of the outline projects for the regional Growth Deal and both the Leader of the Council and Chief Executive play a leading role in the development of the new Joint Committee for North Wales. Negotiations with UK and Welsh Governments are progressing to plan.



Last Updated: 29-Jan-2019



3 Learning Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.1 Provide effective learning opportunities and quality opportunities and quality learning environments for all pupils aged 3-18 to achieve their potential and high levels of educational attainment	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The methodology for reporting on pupil data has changed from 2018 in response to the Welsh Government's decision not to publish comparative data below the national average. No benchmarking data is now available. Teacher assessment data for learner outcomes in summer 2018 at Foundation Phase and Key Stage 2 are above the national average at the expected and higher than expected levels. Key Stage 3 data also confirms that Flintshire is performing well, matching but in many cases, exceeding national averages. Learner outcomes for Key Stages 4 and 5 are still provisional until December but Key Stage 4 unverified data does demonstrate that Flintshire learners are performing above the national and regional averages and that there was improvement on many indicators from 2017. Performance in mathematics and numeracy was particularly strong. Performance in English dropped by approximately 3% but this has been the subject of significant challenge across the North Wales region to Qualifications Wales because of issues with changing grade boundaries and timings of examination entries. Performance on the main indicator at Key Stage 5 also improved from 2017. Performance at the highest grades A*-A has improved at both GCSE and A level.</p> <p>Last Updated: 10-Jan-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.2 Provide effective support to schools identified as causing concern to quickly re-establish good educational standards	Vicky Barlow - Senior Manager - School Improvement Systems	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Every school has a dedicated Support Improvement Adviser (SIA) through GwE who provides the support and challenge on performance, self-evaluation and school improvement planning processes through bespoke packages. These SIAs are overseen by the 2 core lead officers from GwE for Flintshire who report regularly to the Chief Officer/Senior Manager for School Improvement(CO/SMSI). Support plans for schools causing concern are regularly reviewed and appropriate interventions identified. Progress against these plans are then discussed with the CO/SMSI and regularly reported on through the Local Quality Board which includes the Cabinet Member and Chair of Scrutiny. Schools in the more serious categories of concern are subject to the LA's School Performance Monitoring Group and are reviewed a minimum of twice a year and the panel includes a number of elected members. In the most serious cases of concern, the LA has used its statutory powers of intervention to effect change e.g. introduction of Interim Executive Boards, leadership solutions. As a result, the number of schools in the LA in categories of serious concern have reduced from 3 to 1 and the number of schools in Estyn Review are low - just 2.</p> <p>Last Updated: 10-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.3 Prepare for national reforms on curriculum and inclusion	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Officers are working in collaboration with Welsh Government and the regional school improvement service GwE to prepare for the curriculum and inclusion reforms. A local action plan is in development alongside a regional transformation plan focusing on the implementation of the Additional Learning Needs and Education Tribunal (ALNET) Act 2018 which will map out the key actions needed to ensure the local authority and its schools are prepared for the implementation in 2020. Awareness raising sessions are underway with regard to the revised curriculum with a number of Flintshire schools taking on lead developmental roles as Pioneer Schools. The publication of two key draft documents is planned for this academic year namely the code of Practice for ALN (December 2018) and the proposed curriculum and assessment model (April 2019) which includes the National Approach to Professional Learning that will support the profession to meet the challenges of the new curriculum. Once these are published, planning can continue in earnest as the operational detail required will be available. Following the publication of the draft Code of Practice for ALN in December 2018, a Transformation Plan has been developed for the authority. This maps out the transformation programme for the period up to the implementation date (September 2020). Welsh Government have initiated a period of consultation around the Code and this will form a key part of the targeted activity over the Spring Term.



Last Updated: 16-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.4 Continue substantial investment in the school estate through the School Modernisation Strategy, maximising use of Welsh Government funding streams e.g. 21st Century Schools Programme, Welsh Medium Education Grant, Infant Class Size Grant and to support the Early years and Childcare Service with the WG Childcare Grant (named as Early Years Grant in previous iterations) . To continue with a programme of repairs and maintenance across Flintshire schools.	Damian Hughes - Senior Manager, School Planning & Provision	In Progress	01-Apr-2017	31-Mar-2019	30.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The third project of Band A is Connah's Quay High School Project (Phase 1) – Construction started on site July 2017 with the anticipated completion date December 2018. Demolition of the former John Summers High school started in April 2018 and was completed in December 2018. Penyffordd CP - Construction started on site April 2018 with anticipated completion of the new school building July 2019 (phase 1) and the remainder of external works (phase 2) anticipated to be complete during November 2019. School Modernisation - Brynford and Plixwm Area Review – In June 2018, Cabinet determined not to proceed with the proposed statutory amalgamation of the two schools. Nercwys VA and Nannerch VC governors have determined to consult with key stakeholders on federation. Consultation documents were published 23rd October 2018 and ran till 30th October 2018, governors from both schools will meet in February 2019 to consider the responses to the consultation and determine whether to proceed. 21st Century Schools Programme (Band B -2019 -2025) The Council's Strategic Outline Programme (SOP) estimated at £85.4m, has been approved by WG in principle. April 2018, Cabinet approved Connah's Quay High School project (Phase 2) prior to the start of Band B. This took advantage of the WG initiative and drew down funding prior to the start of Band B. WG Infants Class Size Grant (100% WG funded) - WG have approved the £1.3m grant for Ysgol Glan Aber, Bagillt under this funding scheme. This allows the larger £2.7m project to proceed as £997K has been approved through the Council's capital programme. WG Welsh Medium Grant (100% WG funded) – WG have approved the £3m business case for capital investment in the Ysgol Glanrafon Site. The Council's R&M programme for schools continues on an annual basis.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.5 Maintain low levels of young people/adults 'Not in Education, Employment or Training' and support opportunities for apprenticeship and employment	Jeanette Rock - Senior Manager - Inclusion and Progression	In Progress	01-Apr-2018	31-Mar-2019	85.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Multi-agency meetings continue to be held in schools to identify pupils at risk of disengagement. This has facilitated the identification and implementation of suitable interventions; a number of pilot courses are being trialled focusing on developing confidence and motivation to further increase the range of provision available. In addition to this a pilot pre-vocational course for KS4 learners is being trialled in partnership with Coleg Cambria. This offers an accredited Catering & Hospitality course in conjunction with core GCSEs. Through the regular monitoring meetings, learners in need of support for transition into further education are being identified and the Summer intervention programmes have proved largely successful in maintaining engagement. The ADTRAC project is now live and working with 16-24 year olds who have disengaged. The programme of Adult & Community Learning opportunities across Flintshire is being reviewed and updated in response to need and the revised Welsh Government Strategy.</p> <p>Last Updated: 21-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.1.1.6 Fully embed Flintshire's Youth Council to ensure that young people across the authority are involved in the evaluation and delivery of services that impact on them	Ann Roberts - Senior Manager - Integrated Youth Provision	In Progress	01-Apr-2018	31-Mar-2019	60.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The Flintshire Youth Council has been recruited to with consideration of diversity of the membership. Young people volunteer to engage. Two meetings with the political leadership have taken place. The members have appointed shadowing roles. The group is already being very active and proactive e.g. in offering views and being a critical friend to Chief Officers with responsibility for producing inspection self-assessments or policy. The Chief Executive is planning to work with the Youth Council to give consideration to the voting age agenda. Excellent and meaningful progress to date.</p> <p>Last Updated: 19-Dec-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
3.2.1.1 Increase the number of apprenticeships which result in a positive outcome	Sharon Carney - Lead HR Business Partner	Not Started	01-Apr-2018	31-Mar-2019	N/A	N/A	N/A
<p>ACTION PROGRESS COMMENTS: Measured at the end of the year.</p> <p>Last Updated: 08-Nov-2018</p>							



Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.2.1 M01 The number of schools in an Estyn statutory category of concern	3	1	1	 GREEN	↑	1	1	 GREEN
<p>Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems Reporting Officer: Claire Homard - Senior Manager - School Improvement Aspirational Target: 1.00 Progress Comment: Currently have only 1 school in an Estyn statutory category of concern, down from 3 last year.</p> <p>Last Updated: 21-Jan-2019</p>								

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KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.1 M01 All schools to have completed their initial assessment of readiness for the new curriculum by 1st October 2018 on the G6 dashboard	No Data	No Data	100	N/A	N/A	No Data	100	N/A
<p>Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems Reporting Officer: Claire Homard - Senior Manager - School Improvement Aspirational Target: Progress Comment: Currently unable to comment as dependant on details available on GwE database and as yet unable to access.</p> <p>Last Updated: 29-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.3.2 M02 All schools to have eliminated any red indicators against their readiness for the new curriculum by 31st March 2019 on the G6 dashboard	No Data	No Data	100	N/A	N/A	No Data	100	N/A
<p>Lead Officer: Vicky Barlow - Senior Manager - School Improvement Systems Reporting Officer: Claire Homard - Senior Manager - School Improvement Aspirational Target: Progress Comment: Currently unable to comment as dependant on details available on GwE database and as yet unable to access.</p> <p>Last Updated: 29-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.5.2 M02 The percentage of young people aged 16 – 18 in the youth justice system offered education, training or employment	53	54	53	 GREEN	↑	54	53	 GREEN
<p>Lead Officer: James Warr - Operations Manager Reporting Officer: Louisa Greenly - Performance Management & Information Officer Aspirational Target: 80.00 Progress Comment: The Youth Justice Service assesses young people who commence a prevention or statutory intervention with the Youth Justice Service in the period. Those who are above statutory school age should be undertaking at least 16 hours per week of education, training or employment. 6 young people completed Agored vocational qualifications in health and safety, first aid and construction skills. The Education Coordinator seconded to the Youth justice Service supports young people back into further education, by maintaining close links with local colleges and other training providers. Education remains a key priority for the service as it is seen as a strong desistance factor in offending and re-offending..</p> <p>Last Updated: 18-Dec-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP3.1.6.1 M01 Number of new pupils engaging with the TRAC programme	No Data	125	120	 GREEN	N/A	125	120	 GREEN

Lead Officer: Ann Roberts - Senior Manager - Integrated Youth Provision

Reporting Officer: Jeanette Rock - Senior Manager - Inclusion and Progression




Aspirational Target:

Progress Comment: The target number of pupils engaging with TRAC has been exceeded for the quarter. This is due to factors such as the team being fully staffed and the promotion of the programme on offer through a range of multi-agency forums .




Last Updated: 29-Jan-2019




RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Those schools who do not recognise their need for improvement and external support	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression				Open
<p>Potential Effect: Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p>Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Challenge and support will be provided through the regional school improvement partner GwE</p> <p>Progress Comment: Monitoring processes indicate that all schools have engaged appropriately with their Support Improvement Advisers during the first quarter of the year and are accessing support to implement their improvement plans. Evidence through pupil outcome data shows that improvement plans are being effective in most areas with Flintshire schools performance above national averages in nearly all key indicators across all phases. 2 targeted schools who are in category of Estyn Review have made strong progress and the LA is recommending to Estyn that they be removed from follow up - Estyn confirmation pending.</p>						
Last Updated: 21-Jan-2019						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Leadership capacity does not match school needs	Vicky Barlow - Senior Manager - School Improvement Systems	Jeanette Rock - Senior Manager - Inclusion and Progression				Open
<p>Potential Effect: Reduced stakeholder confidence in Education services. Downturn in school performance and under achievement . Increase in the number of schools in Estyn category of concern/need of significant improvement</p> <p>Management Controls: The Council will work with schools through the Schools Standards Monitoring Group. Leadership development will be provided through the regional school improvement partner GwE for leadership across the system at all levels. School Governor development programme. Schools collaborate and federate Bespoke Leadership development programme in place for schools through the Regional School Improvement Service - for current and aspiring leaders at all levels.</p> <p>Progress Comment: The number of schools in statutory categories has reduced. We do not have any issues with schools failing to engage with GwE in relation to their support priorities. Flintshire has one of the highest take ups on the professional development programme around middle leadership and National Professional Qualification for Headship securing leaders for the future – whilst secondary Headteachers have reported anecdotally that staff don't want to take the roles on in schools in some subjects, there is no school where a lack of capacity, particularly in core subjects is putting the school's performance at risk.</p>						
Last Updated: 29-Jan-2019						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Impact of Additional Learning Needs reforms	Jeanette Rock - Senior Manager - Inclusion and Progression	Vicky Barlow - Senior Manager - School Improvement Systems				Open

Potential Effect: Schools and the Local Authority are unable to meet the requirements placed on them by the forthcoming Additional Learning Needs and Education Tribunal (Wales) Bill resulting in the need for additional resource in terms of specialist services and provision.

Management Controls: Portfolio Strategy 2016/17 to map out progress of the legislative reforms and facilitate a timely response.

Use of Welsh Government Innovation Project funding to develop awareness and skills of key school-based staff and Local Authority Officers ahead of the implementation of the Bill.

Progress Comment: The Bill received Royal Assent in January 2018 and became the Additional Learning Needs and Education Tribunal (Wales) Act 2018. The implementation date has been revised to September 2020, with 2019 being the publication date for the draft Code of Practice. An audit tool has been generated for local authorities to complete; this will give greater insight into the risks posed by the Act across the intervening two year period prior to implementation in 2020. The audit tool has been completed and this highlighted the need for a Lead officer to be allocated within the Local Authority. This action has been completed, supported by access to Welsh Government Transformation Funding.

A Transition Action Plan for Flintshire will now be developed to ensure that a comprehensive transformation programme is developed in conjunction with the regional plan for North Wales.

The draft Code of Practice has now been published. Officers are in the process of reading the document and identifying the implications for schools and the authority. These will be collated and shared via Committee reports.

Last Updated: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Local employers and learning providers do not work closely enough to identify and meet the skills based needs of the future	Vicky Barlow - Senior Manager - School Improvement Systems	Niall Waller - Service Manager - Enterprise and Regeneration				Open

Potential Effect: Employers will increasingly struggle to fill vacancies and may leave the area. Young people will not be able to benefit from the growth of the local economy and may need to move away to secure employment that matches their skills. If the skills base fails to match employer needs in the future then the area will struggle to compete for investment.

Management Controls: Encourage links between schools and local companies. Develop initiatives both locally and regionally to reduce the gap between young peoples' aspirations and the labour market, especially in Science, Technology, Engineering & Maths (STEM) topics and enterprise.

Progress Comment: In addition to current work to link schools, learners and employers there are a number of proposals for further work being developed as part of the North Wales Growth Deal including an enhanced careers offer and further STEM support for schools. In addition, learning provision is guided by the Regional Skills Strategy which sets out the needs of the economy.

Last Updated: 10-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sustainability of funding streams	Vicky Barlow - Senior Manager - School Improvement Systems	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red	↔	Open

Potential Effect: Reduced capacity to deliver targeted support to schools.

Management Controls: Intelligence on grant regime

Progress Comment: The sustainability of grant funding for education continues to pose a significant and live risk in a number of areas:

A lack of clarity about the funding of the Teachers' Pay Award for 2019-20 remains. Through RSG and the Teachers Pay Grant from Welsh Government the schools budget will be funded for 1% of the impact of the pay award implemented in September 2018. The balance of 1.2% of the pay award is a cost pressure which will have to be absorbed by schools. Further it can be assumed that there will be a Teachers' Pay Award from September 2019 which unless national funding is made available will be an additional cost pressure which will need to be absorbed by schools.

The increase in the teachers' employers' pensions costs remains a significant risk. From September 2019 the employers' contributions will increase from 16.48% to 23.6%. The impact of this on Flintshire schools will be £2.026m. The Chancellor announced £4.7 billion nationally to cover public sector increased pension costs but at this stage there is no indication of whether there will be a consequential for Welsh Government.

The recently announced £15m grant for schools across Wales appears to have been ring-fenced by the Cabinet Secretary for Education to support professional learning in advance of the introduction of the new curriculum, but distribution methodology and terms and conditions are not yet known.

The MEAG (Minority Ethnic Achievement Grant) was not reinstated in full and there remains a lack of clarity about a new regional model for delivery of these services and the funding attached to them.

There are grants which are only short term to support Ministerial key priorities e.g. Infant Class Sizes; Small and Rural Schools etc but the grant conditions are often complex which makes them difficult to administer and their short term nature does not allow for proper strategic planning to maximise impact.

Last Updated: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Numbers of school places not matching the changing demographics	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red	↔	Open

Potential Effect: Higher teacher ratios, unfilled places, backlog maintenance pressures, inefficient estate



Management Controls: Continuation of school modernisation programme, will reduce unfilled places, reduce backlog maintenance, remove unwanted fixed costs and infrastructure

Progress Comment: Reducing unfilled school places via school organisation change is an ongoing process. School change projects can take between three and five years from inception to delivery before reductions of unfilled places can be realised. This continues to be an ongoing process linked to the school modernisation programme. To supplement this the Council will continue to work closely with schools to consider innovative ways for reduction in capacity on a school by school basis (i.e. alternative use of school facilities by other groups) with the objective of meeting national targets of circa 10% unfilled places in all school sectors.



Last Updated: 29-Jan-2019



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limited funding to address the backlog of known repair and maintenance works in Education & Youth assets	Damian Hughes - Senior Manager, School Planning & Provision	Vicky Barlow - Senior Manager - School Improvement Systems	Red	Red	↔	Open
<p>Potential Effect: The fabric of Education and Youth buildings will continue to decline</p> <p>Management Controls: Continuation of School Modernisation Programme, Continuation of Repairs & Maintenance planned maintenance programme, Capital Business Cases for School improvement, implementation of Band A and Band B 21st Century Schools programmes and any other external funding which becomes available.</p> <p>Progress Comment: Continuation of the School Modernisation programme is one of the strategic options available to address the repair and maintenance backlog. The programme continuation will also i) Support a reduction of unfilled places ii) Provide a more efficient school estate and concentrate resources on teaching by removal of unwanted fixed costs in infrastructure and leadership iii) Ensure that the condition and suitability of the school estate is improved. Additionally, in future years capital business cases will be submitted through the Council process to supplement the 21st Century Schools investment programme.</p> <p>Last Updated: 23-Jan-2019</p>						

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.1 Manage our natural environment and accessible green-space networks to deliver health, well-being and resilience goals.	Tom Woodall - Access and Natural Environment Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: A Government Environment and Sustainable Delivery Grant of £ 115,518 for the year has enabled completion of projects to enable delivery of the Flintshire Greenspace Strategy, improve greenspace facilities. Community engagement through arts which encourage access and enjoyment of our natural environment and delivery of the well being goals. Key projects include footpath improvements and arts events involving local children and community groups. All projects have actively encouraged community involvement and have been supported fully by volunteers who have contributed significantly to the success of the projects. Volunteers have contributed to the evidence base for the submission of the first six month funding report and claim to Welsh Government. Planned projects will ensure that funding is on track and will be delivered in full within the year. This is particularly important given the change to a competitive funding environment for 2019/20 for the new Enabling Natural resources and Wellbeing of Wales grant that may impact on available funding to deliver our very successful programme of activities.</p> <p>Last Updated: 29-Jan-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.3 Maximise the recovery and recycling of waste with a view to reducing the reliance on landfill.	Gabrielle Povey - Recycling and Compliance Officer	In Progress	01-Apr-2017	31-Mar-2019	68.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We are currently on target for year end. The performance has been achieved through education and awareness programme to promote recycling and the introduction of side waste enforcement. The side waste enforcement started in March, with 1800 awareness letters and stickers issued. The new Household Recycling Centre at Rockcliffe, Oakenholt opened, offering a modern site with no steps. There are currently over 30 recycling opportunities. The profile of the service has been raised through attendance of events and shows in the County and an increased presence on social media. Training for workforce has improved their health & safety and environmental awareness. New fleet has been introduced in the service, providing efficiencies in both the capacity of the vehicle and the fuel economy and emissions.</p> <p>Last Updated: 29-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.4 Strengthen regional air quality collaboration to help promote better health and well-being outcomes	Sian Jones - Public Protection Manager - Community and Business	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The North Wales Combined Air Quality Progress report has been submitted to Defra for assessment before publication. However, the conclusions are that no breaches of the Air Quality standards in North Wales so there is currently no need for any Authority to undertake Detailed Assessments or declare an Air Quality Management Area (AQMA). Consequently there are no requirements for any Air Quality Action Plan. However, in the wider context referred to in other policy documents such as the Well Being of Future Generations Act etc. these address air quality issues so that Councils have an ongoing requirement to review their policies to ensure that concentrations remain below the required levels.

Last Updated: 29-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.1.1.6 Improve, protect and enhance the built environment	Lynne Fensome - Management and Support Manager	In Progress	01-Apr-2017	31-Oct-2019	60.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Following informal consultation with the North Wales Conservation Officers Group and CADW at the end of 2018, whilst there was general support for the strategy. Formal public and stakeholder consultation will now follow and be completed by 31st March 2019. As part of this consultees will be asked to prioritise areas for action to develop an initial action plan alongside the strategy. Staff resources have been reduced in the Built Conservation team due to a team member leaving and this will affect the ability to be more proactive in implementing the strategy, as will the lack of any capital or other funding to support its aims.

Last Updated: 29-Jan-2019

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.1 Access and use available grant funding to support Council priorities for accessing employment, health and leisure and education.	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2019	65.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Funding awarded for 2018-2019 following successful bids and all schemes underway and on track: - 1. Local Transport Fund: a) Active Travel Scheme Design £234,000 - scheme currently out to tender for design b) Access to Employment Opportunities Deeside Industrial Park (Metro) - £237,000 - works completed Zone 3 DIP c) Deeside Industrial Park - Second Avenue - active travel and bus infrastructure - £180,000 - works commenced on site and due to complete 31/03/2019 d) A548 DIP Parkway Junction - partial signalisation - £243,000 - design work completed and anticipated start on site February 2019 to be completed 31/03/2019 2. Local Transport Network Fund - Flintshire Bus Alliance & Quality Bus Partnership Scheme - £100,000 - works ongoing and due to be complete by 31/03/2019 3. Safe Routes in Communities a) Broughton Primary School, Broughton Hall Road - £260,000 - works commenced on site b) Mountain Lane County Primary School, Knowle Lane, Buckley - £205,000 - scheme currently out to tender for construction 4. Road Safety (Capital & Revenue) a) Connah's Quay Priority Routes / Route Treatment Scheme - £198,000 (capital) b) B5125 Ewloe - Broughton Route Treatment Scheme - £149,500 (capital) c) Pass Plus Cymru - £5,000 (revenue) - on track d) Kerbcraft - £25,000 (revenue) - on track e) Older Drivers - £1,500 (revenue) - on track f) National Standards Cycle Training - £59,301 (revenue) - on track 5. Active Travel Fund a) Deeside Industrial Park - Active travel and bus infrastructure on Parkway, DIP Zone 2 - £1,070,000 - works commenced on site and due to complete 31/03/2019 b) Holywell Town Centre - Phase 1 Construction of Active Travel path Greenfield Valley - £697,000 - work ongoing

Last Updated: 22-Jan-2019



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.2 Prioritise the Council's road infrastructure for repairs and maintenance and implement programmes of work within available funding in order to improve the resilience, efficiency and reliability of the transport network.	Barry Wilkinson - Highways Networks Manager	In Progress	01-Apr-2017	31-Mar-2019	80.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

Following the impact of the harsh winter weather in 2017/18 on the highway, a programme of pothole repair and patching was undertaken across the Authority. This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty. Highways asset management schemes are underway as follows: The Resurfacing programme is continuing with sites across the County. Lengths of road that have deteriorated are treated with preventative measure to renew the road surface. 21 sites have been completed by the end of December, with 5 sites remaining to be completed by the end of March 2019. Surface Dressing is a treatment to extend the life of a road where the defect on that road effect the road surface only and not the structure. All Schemes have been completed. Area Coordinators continue to carry out schedule highways safety inspection and will provide condition surveys by March 2019 to inform next years preventative maintenance programmes. Inspections of post completion works by Utility Companies will continue to be undertaken until March 2019.

Last Updated: 29-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.3 Support isolated communities to develop innovative and sustainable area based transport schemes	Katie Wilby - Transportation and Logistics Manager	In Progress	01-Apr-2017	31-Mar-2019	66.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Phase 2 of the bus network review is now underway and from January 2019, funding has been withdrawn for the number 8, 22/22A and 23 bus services as part of the wider bus network review undertaken in 2018. The incumbent bus operator has subsequently undertaken to operate these services on a wholly commercial basis from this date and the subsidies have been withdrawn. The Council has also withdrawn funding for the number 14A bus service; again the operator made the decision to continue this service on a commercial basis but with a reduced timetable. Funding for the 14C has been withdrawn, and a Local Travel Arrangement (operating only where there are no commercial services) has been introduced linking the communities of Lixwm and Caerwys to Holywell to enable access for essential services such as shopping, healthcare and onward travel on the core bus network. The number 21 bus service (Buckley Town Service) has been withdrawn on 31st January 2019. Consultation with local members, Buckley Town Council and residents has been carried out and a new Local Travel Arrangement operating within the community will be introduced from 1st February 2019.

Last Updated: 29-Jan-2019

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
4.2.1.4 Deliver a compliant, safe and integrated transport service	Ceri Hansom - Integrated Transport Unit Manager	In Progress	01-Apr-2017	31-Mar-2019	60.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



The Integrated Transport Unit (ITU) has administered a transformational review of the Council's passenger transport services over the last 2 years to ensure that all routes are compliant. The service has moved to a new method of procurement known as a Dynamic Purchasing System (DPS), allowing new suppliers to apply to join at any point during its lifetime. Work has progressed with the Procurement team to develop Proactis system as a contract management tool to monitor contractor performance, health and safety compliance, risk assessments, driver DBS (criminal records) checks, and insurance checks. Re-procurement of college transport routes (Coleg Cambria) was completed July 2018 and all college routes now form part of the DPS. A schedule for all routes to monitor compliance has been produced, further work is required during 2018/19 for mandatory training for operators, drivers, and passenger assistants.

Last Updated: 29-Jan-2019



Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.1M01 Percentage of environmentally efficient front line operational vehicles to Euro 6 standard.	35.64	81.46	90	 AMBER	↑	81.46	90	 AMBER
<p>Lead Officer: Lynne Fensome - Management and Support Manager Reporting Officer: Chris Goulden - Fleet Manager Aspirational Target: Progress Comment: In the last quarter, more Euro 4 and Euro 5 vehicles have been replaced in line with the Fleet Contract Demand Plan. We will continue to replace further vehicles over the coming months</p> <p>Last Updated: 22-Jan-2019</p>								



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.3.2M02 Number of street furniture and street light units replaced with LED lighting.	1669	1201	1500	 AMBER	↓	4163	4500	 GREEN
<p>Lead Officer: Lynne Fensome - Management and Support Manager Reporting Officer: Darell Jones - Operations Manager (North and Streetlighting) Aspirational Target: 6000.00 Progress Comment: The Authority is undertaking a replacement scheme of Streetlighting lanterns through the SALIX funding stream. These replace older less efficient lights with new energy efficient LED lights. The replacement program at Q3 was slightly behind schedule due to the procurement process of engaging in a new supplier contract however we are now back on target to complete within our anticipated timeframe subject to weather and traffic management availability.</p> <p>We currently have 4 installation teams installing up to 20 lanterns per day each.</p> <p>Last Updated: 29-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.1M01 (PAM/030) Percentage of waste reused, recycled or composted	65.94	69.42	66	 GREEN	↑	70.23	66	 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Aspirational Target:
Progress Comment: Continued improvement at Household Recycling Centre sites since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay.
 Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.
 Fluctuating recycling markets and classification of recycling is an ongoing concern,
 Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.1.4.2M02 Average recycling rate across all HRC sites	75.02	73.16	76	 AMBER	↓	77.37	76	 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager
Reporting Officer: Gabrielle Povey - Recycling and Compliance Officer
Aspirational Target:
Progress Comment: Continue improvement at HRC since the opening of the new site at Oakenholt and the closure of the smaller sites at Flint and Connah's Quay.
 Training has continued to ensure staff on site are aware of the environmental compliance and why recycling targets are in place.
 Fluctuating recycling markets and classification of recycling is an ongoing concern,
 Last Updated: 18-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.2.4M04 Percentage of inspections undertaken to ensure reinstatements meet the required standards	21.49	93.13	90	 GREEN	↑	87.25	90	 GREEN



Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Sam Tulley - Road Space Manager

Aspirational Target:

Progress Comment: Every time a Utility company (such as Welsh Water, BT or Scottish Power) carries out roadworks on the public highway, the repairs to the road are guaranteed by the Utility Company of 2 years. We are required to inspect at least 10% of all repairs before the end of the guarantee period, but FCC inspect more than required to promote best practice and avoid future costs. Any defects identified with the Utility Company's repairs are reported back to the Utility Company to prevent the Authority being burdened with the future repair costs.

Last Updated: 07-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.3.1M01 The number of sustainable area based transport schemes developed against plan	No Data	5	4	 GREEN	N/A	5	4	 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager



Aspirational Target:

Progress Comment: There are currently 5 transport arrangements in place.

1. Higher Kinnerton - Broughton
2. Northop Hall - Connah's Quay
3. Penyffordd - Buckley
4. Cymau - Broughton
5. Holywell & surrounding areas

From 1st February 2019 the Penyffordd - Buckley Community Transport Service will be withdrawn but integrated with the new Local Travel Arrangement operating in Buckley.

Last Updated: 29-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.1M01 Percentage of contracts awarded that are financially compliant for school transport	85.44	97.9	90	 GREEN	↑	97.9	90	 GREEN



Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager

Aspirational Target:

Progress Comment: 326 routes (school, adult social care, local bus routes and college) have been through a compliant tendering exercise. There are approximately 7 emergency routes which need to be procured

Last Updated: 17-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP4.2.4.2M02 The percentage of safety compliant checks delivered	68.92	97.3	90	 GREEN	↑	97.3	90	 GREEN

Lead Officer: Lynne Fensome - Management and Support Manager

Reporting Officer: Ceri Hansom - Integrated Transport Unit Manager

Aspirational Target:

Progress Comment: 97% of safety compliant checks have now been completed. Daily monitoring and compliance checks are taking place on site at schools and day care centres. The works were programmed over a period of time. The procurement exercise undertaken by Integrated Transport Unit (ITU) caused a delay in the compliance checks being completed the first quarter, however; after the peak period settled, resource was then available to provide the required information to carry out the checks.

Last Updated: 17-Jan-2019

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Reduction of the Single Environment Grant	Tom Woodall - Access and Natural Environment Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: Income targets not met Potential reduction could impact staffing resource to maintain service delivery</p> <p>Management Controls: Raised as a pressure for 2017/18.</p> <p>Progress Comment: For 2018/19 waste and flood allocations are to be removed from the Single Revenue Grant (SRG) . Resources will be allocated to support Local Environment Quality (LEQ) and Natural Resources Management (NRM) through the existing SRG mechanism through the funding secured for this year. However Officers attended a WG workshop that explained the competitive nature of the process moving forward as the grant is to be removed and the broad themes that were to be followed in this competitive process. By moving to this process there is a risk that Flintshire will not receive any future funding. The new 'Enabling Natural Resources and Well-being of Wales' grant (ENRaW) has been launched by WG and Officers have submitted an application. The risk to loss of income is still ongoing as this grant is competitive and there is currently no indication from WG if the application will be successful.</p> <p>Last Updated: 24-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on suitable Council sites with sufficient area for larger scale renewables schemes and suitable connections to the electric grid	Sadie Waterhouse - Energy Conservation Engineer	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: Failure to meet Carbon Reduction target</p> <p>Management Controls: Continue to review the availability of sites</p> <p>Progress Comment: Following a workshop with Officers in Valuation and Estates and Planning, 6 potential brownfield sites have been identified as possible renewable energy generation sites. Initial feasibility assessments have been completed for these sites, including energy generation capacity, potential grid connection costs, planning constraints, ecology, land contamination, legal constraints and indicative installation costs and potential income generation. This has enabled 3 sites to be prioritised. Detailed feasibility studies have been completed including economic/financial modelling for these 3 sites with formal grid connection applications submitted to SP Energy Networks. Key next steps will be to assess the final business case once a formal grid connection offer has been received. A high level review of the Council's agricultural estate has been completed assessing energy generation potential, acreage available and possible planning/legal constraints. Further feasibility will be completed. Potential sites for hydro power have been assessed with Wepre Brook prioritised. A detailed design has been completed and planning permission applied for. Work is ongoing with officers and Welsh Government to review and research methods of increasing the economic viability of renewable energy schemes. Increasing the income from energy sales or self supplying Council stock can negate possible increases in grid connection costs.</p> <p>Last Updated: 24-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Funding will not be secured for priority flood alleviation schemes	Ruairi Barry - Senior Engineer	Lynne Fensome - Management and Support Manager	Red	Red	↔	Open

Potential Effect: Flooding of homes and businesses across the county. Potential homelessness

Management Controls: Review our approach to funding capital projects

Progress Comment: Measure 10 of Flintshire's Local Risk Management Strategy is to "identify projects and programmes which are affordable, maximising capital funding from internal and external sources". As a Lead Local Flood Authority (LLFA) the Council has powers to undertake such works subject to funding. It has been acknowledged that resources are needed within the Flood Risk Management Team to identify funding opportunities, project manage and ultimately deliver significant flood alleviation schemes where required locally.

As of 7th January 2019, the Council has a new statutory duty as a Sustainable Drainage Approving Body (SAB). This has placed significant resource demands on the relatively small Flood and Coastal Risk Management Team to implement, resource and fund this new statutory role. In the short-term (1-2 years) the impacts of developing this new service will lessen the ability of the Team to delivery non-statutory flood alleviation schemes.

A service review is intended to identify a more effective structure that can deliver the statutory duties as the SAB in addition to existing duties and powers as a Lead Local Flood Authority. To help manage these changes, no major schemes are programmed to be put forward to Welsh Government's 'national pipeline of projects' for delivery in 2019/20. Limited work will continue where resources allow to refine existing projects and designs so that they might be considered for future grant applications and programming for delivery. In addition funding for smaller more affordable local works that can be delivered through Welsh Government's small scale scheme grant will continue to be pursued.

Last Updated: 15-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Insufficient funding to ensure our highways infrastructure remains safe and capable of supporting economic growth	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open

Potential Effect: Deterioration of the condition of highways in Flintshire

Management Controls: Focussed investment through the funding of schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.

Road Safety Scheme identification for improvement to routes through available funding. Maximise funding received through the quality of the bid submission by aligning submissions to follow successful bid model techniques.

Progress Comment: The monies made available for Highway infrastructure maintenance programmes will be allocated and expended by the end of the financial year. Those monies remain below the level of funding required to maintain a Steady State in the condition of the road network. Streetscene & Transportation ensure that available funding is spent allocated appropriately, and ensure best value for the expenditure to maintain the highway network.

Highways asset management schemes are underway as follows:

Resurfacing - Programme of schemes progressing 21 sites completed with 5 sites outstanding - expected completion 31/03/2019

Surface Dressing - Complete

Patching - Program On-going

Undertake condition surveys to produce the annual resurfacing programme by March 2019.

Undertake post completion inspections of utility work by March 2019.

Priority is given to the areas of the network that require the investment whilst considering the local infrastructure.

Last Updated: 29-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Sufficient funding will not be found to continue to provide subsidised bus services.	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↔	Open
<p>Potential Effect: Decrease in bus services to residents, particularly in rural areas</p> <p>Management Controls: Develop services so that they become more commercially viable</p> <p>Progress Comment: Withdrawal of subsidies could affect viability of some marginal commercial bus services impacting on people with disabilities, younger people, people employed on low wages, who are unable to drive, and those who may have no alternative choice of travel. There is also a potential impact on rural communities, where no alternative transport services exist and there is heavy reliance on private cars for travel. We are currently completing a bus subsidy review where we have managed to sustain a core network of bus routes and gain funding for Local Travel arrangements to connect rural communities to the core network.</p> <p>Last Updated: 29-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Supply chain resilience of transport providers	Katie Wilby - Transportation and Logistics Manager	Lynne Fensome - Management and Support Manager	Amber	Yellow	↓	Open
<p>Potential Effect: Transport services cannot be provided</p> <p>Management Controls: i) Management of safety compliance checks. ii) Management of financially compliant contracts</p> <p>Progress Comment: The control measures have been put in place to mitigate against another major transport services provider going into administration or not able to meet the required operating standards. New processes have been established and officers are carrying out both safety compliance checks and also finance compliance checks on contractors</p> <p>Last Updated: 22-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Adverse weather conditions on the highway network	Barry Wilkinson - Highways Networks Manager	Lynne Fensome - Management and Support Manager	Amber	Amber	↓	Open

Potential Effect: Increase in cost to future planned repairs as network deteriorates beyond that can be rectified by planned maintenance
 Increase in insurance claims
Management Controls: Targeting funding on those schemes that maintain or reduce the pace of deterioration of the condition of the main highway infrastructure.
Progress Comment: Following the negative impact of the 2017/18 winter period, pothole repairs have been undertaken throughout the County to ensure that the Highway Network is in a safe condition for the travelling public. The previous increase in risk has been mitigated by a number of schemes of works that have been undertaken to improve the condition of the carriageway overall. Repairing the Council's roads is a priority for the service and resources were provided to identify and then prioritise the roads in need of repair. Planned Maintenance Works have been undertaken as follows:
 Resurfacing is 80% for the financial year
 9 Surface Dressing sites have been completed
 Reactive Work to remove defects from the carriageway continue.
 This work removed the significant defects and looked to improve the condition of the roads, whilst reducing the risk on the network, in line with our statutory duty.

Last Updated: 24-Jan-2019



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of community support for transport options	Ceri Hansom - Integrated Transport Unit Manager	Lynne Fensome - Management and Support Manager	Yellow	Yellow	↔	Open

Potential Effect: i) Planned programme of community transport hubs not delivered. ii) Decreased passenger numbers on bus services.
 iii) Increase in individual car usage
Management Controls: Realistic deliverable programme for 2018/19 of 5 Community Transport Hubs that have been supported by the local communities and Town and Community Councils
Progress Comment: Community based transport services can play an important part in an integrated passenger transport provision and transport network. Community Benefit clauses included in all new transport routes awarded (except local bus). This is a free service provided by the successful tenderer as a Community Benefit. A minimum of 1.5% of mileage per annum is required from each tenderer (capped at 150 miles per annum). Delivery is dependent on the ability and willingness of the local communities and transport operators to support and deliver sustainable transport arrangements.



Last Updated: 17-Jan-2019



5 Connected Council

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Build stronger social enterprises with the sector itself leading development of the sector	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: There are estimated to be around 40 social enterprises operating across Flintshire. A network has been created to enable them to meet up and learn from each other. A framework for health checks has been created and offered to social enterprises to give them assurance and advice regarding their long term viability. This is optional and has not yet been adopted, but will continue to be offered and promoted. Growth of social enterprises in the current financial year is expected to exceed targets, with a number of very positive examples of social enterprises winning business awards in Flintshire in recent months in categories also open to private sector companies.</p> <p>Last Updated: 24-Jan-2019</p>							

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Grow the capacity of the social enterprise sector and Alternative delivery Models (ADMs) to become more self-sustaining.	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: The framework to support and enable social enterprises in Flintshire is developing, with health check tools and networks in place to support ongoing resilience. A first networking event between social enterprise and private sector businesses was held in November 2018 to begin to identify opportunities for partnership working and cross-business support. Eighteen arrangements were identified from the first meeting. We are also seeking Social Enterprise accreditation for Flintshire to provide a framework against which we can check the support we provide. Monitoring and reporting arrangements are also in place for key ADMs, such as Aura and Holywell Leisure Centre to ensure that progress is clearly understood on an ongoing basis while the businesses establish themselves following transfer.</p> <p>Last Updated: 24-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.4 Ensuring and delivering community benefits	Cher Lewney - Digital Customer & Community Resilience Programme Manager	In Progress	01-Apr-2017	31-Mar-2019	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A Community Benefits Working Group has been established in FCC to develop an approach for the ongoing management of community benefits (social value) which is both cost effective and sustainable. A report has been submitted to Chief Officers in January 2019 submitting options for the ongoing management and growth of an approach, and evaluating the potential return on investment from different options. This report has been informed by consultation with partners, who unanimously agreed during discussions that development of a robust approach has potential to deliver significant return for Flintshire if it is designed and progressed properly.



Last Updated: 29-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.5 Enabling the third sector to maximise their contribution.	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Community Benefits Strategy developed with specific social objectives that enable the social sector to show their unique delivery and value against. Flintshire Local Voluntary Council (FLVC) and the Communities First Social Enterprise Officer are delivering specific support to the sector including supporting the community asset transfers. As part of the Resilience theme for the Public Services Board, work involving key organisations in the areas of Holywell, Shotton, and Flint is being prioritised and showcased. Work is continuing to enable commissioners to procure to the third sector with the recent procurement of support from the third sector for disability based services as an example. Through the Compact group a review of third sector core funding arrangements is underway to maximise opportunities and contribution of the sector.



Last Updated: 17-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Much progress has been made during the year. We have been awarded the Silver Award for the Ministry of Defence's Employee Recognition Scheme; being very close to gaining the Gold Award. The Award Ceremony was held in November in Cardiff and was recognised at County Council in January. Many community projects to commemorate the Centenary of WW1 have been supported and promoted. Grants have been applied and awarded for 2 specific partnership projects; one in Talacre and one in Connah's Quay. Work is underway to plan for the 75th D Day celebrations in June. The Annual Report has been published. The partnership Covenant group has been split into two parts; i) Strategic and ii) networking across partners.

Last Updated: 17-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.7 Ensure that the Council maximises its contribution to achieving the priorities of the Public Services Board's Well-being Plan	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

The Public Services Board continues to perform well against the objectives (priorities) of the Well-being Plan - which is monitored twice yearly. At the last meeting of the Board in October, 4 of the 5 priorities were tracked as making good progress. It was agreed that the 'Economy' priority would be 'stood down' for now as most of the in-year activities are regionally led; it will be picked up again once decisions and actions become more localised. A regional workshop was arranged with Town and Community Councils to support and provide direction for their responsibilities to explore joint working opportunities.

Last Updated: 17-Jan-2019

Performance Indicators

No KPIs available for this quarter

RISKS

Strategic Risk



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p>Potential Effect: Lack of capacity to and desire of the sector resulting in unsustainable community and social sector projects such as Community Asset Transfers and Alternative Delivery Models</p> <p>Management Controls: Work with Flintshire Community Voluntary Sector, Co-operative Wales, and local community groups and social enterprises to develop skills.</p> <p>Progress Comment: Sustained progress on growth of the social sector with development of new Community Asset Transfers and Alternative Delivery Models. The emphasis will now be on sustaining this delivery and maximising its impact. Regular review meetings and partnership board meetings are in place.</p>						
Last Updated: 10-Jan-2019						

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RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models (ADM's) face	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p>Potential Effect: More competition from other agencies or decreasing use of the services means they are in the future unsustainable</p> <p>Management Controls: Continue to work with the Alternative Delivery Models (ADM's) to grow their entrepreneurial skills and meet with them annually at least to review progress</p> <p>Progress Comment: Established reviews are planned with each of the Alternative Delivery Models. Two reviews have taken place with Aura Leisure and Libraries and concluded that the first year business plan is being delivered and agreed subject to Cabinet approval the second year business plan.</p>						
Last Updated: 29-Jan-2019						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models (ADM's)	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager	Amber	Amber	↔	Open
<p>Potential Effect: Reductions in funding to these models by the public sector resulting in the new to stop or close services and facilities</p> <p>Management Controls: Support to Alternative Delivery Models (ADM's) to ensure their financial plans are resilient if public funding decreases</p> <p>Progress Comment: Review meetings are providing an update on the future financial context so organisations can plan for potential reductions when appropriate. Business Plans for 2019/20 are currently being prepared and shared with the Council and these will identify if funding for the future enables the organisations to be sustainable. These plans show funding levels for organisations moving forward into 2019/20 are sustainable.</p> <p>Last Updated: 29-Jan-2019</p>						



RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Gareth Owens - Chief Officer - Governance		Amber	Amber	↔	Open
<p>Potential Effect: Social and third sector organisation not able to grow through the winning of new contracts</p> <p>Management Controls: Work with procurement and commissioning teams to identify the most effective way of working with the community and third sectors. The emerging social value policy will enable us to place greater emphasis on the importance of third sector bodies thereby increasing their chances of winning contracts.</p> <p>Progress Comment: The emerging social value policy will enable the Council to place greater importance on the third sector when awarding contracts which will help the sector to secure work. It is possible to ring fence contracts to third sector providers and the Council needs to identify opportunities where this is appropriate.</p> <p>Last Updated: 11-Jan-2019</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises and Community Asset Transfers failing in their early stages of development.	Neil Ayling - Chief Officer - Social Services	Cher Lewney - Digital Customer & Community Resilience Programme Manager			↔	Open
<p>Potential Effect:</p> <p>Management Controls: Open book accounting by key social enterprises with the council and where issues identified cooperative work to resolve these.</p> <p>Progress Comment: Review meetings have been held with all Community Asset Transfers (CATs) that transferred 2015-17. The second year review meetings are now complete as are the first reviews for organisations that took on Community Asset Transfers after 1 April 2017.</p> <p>Last Updated: 28-Jan-2019</p>						

Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.1 Develop and implement a renewed five year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making over the life of the new Council.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2017	31-Mar-2019	60.00%	 AMBER	 AMBER
<p>ACTION PROGRESS COMMENTS: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modelled for the life of the current Council term and a high level indication of these pressures will be included in the report to Cabinet on the Council Fund Budget 2019/20 – Third and Final Stage. This initial forecast will be subject to regular revision due to the number of uncertainties including the level of funding for local government in future budget settlement and increases in demand led pressure and global economic uncertainty.</p> <p>Last Updated: 17-Jan-2019</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.2 Through the People Strategy we aim to operate effectively as a smaller organisation.	Sharon Carney - Lead HR Business Partner	In Progress	01-Apr-2017	31-Mar-2019	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: We continue to make progress in delivering the key priority areas of the People Strategy. A Health and Wellbeing strategy is being developed in support of our commitment to creating a working environment which is both safe and fosters the best possible health and wellbeing for all our employees. As well as being the right thing to do, there is strong evidence that supporting the health and wellbeing of staff can achieve a range of positive outcomes such as enhanced performance, staff retention and reduced sickness absence. A review of the apprenticeship programme has been completed in readiness to launch the 2019 scheme which will coincide with national apprenticeship week (4 to 8 March 2019). A significant amount of work has been undertaken to support the implementation of the second year (2019) of the two year National Joint Council (NJC) pay agreement (2018/19-2019/20) using the national model, this includes the introduction of a 'new' pay spine with assimilation to newly created spinal column points and as such introduces far greater change than a simple cost of living monetary award</p> <p>Last Updated: 28-Jan-2019</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.5 Delivery of key annualised objectives from the Digital Strategy and Customer Strategies	Rebecca Jones - Customer Services and Registration Manager	In Progress	01-Apr-2017	31-Mar-2019	75.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Digital Strategy sets out our commitment to modernise and digitise services, with an emphasis on Digital Customer capabilities and the ability for customers to shift channels to self-serve and access information online. Good progress has been made in reviewing the relationship between Digital Strategy, IT Business Plan and wider operational capacity to drive forward changes. A single combined digital programme plan has been created as the baseline for delivery and this has identified the essential works which need to be resourced prior to resources being allocated to change projects. Good progress continues to be made to co-locate Housing and Streetscene Contact Centres to Ty Dewi Sant, Ewloe and this work runs in parallel with the development of the Customer Account which will be launched in January 2019. The Customer Account will enable residents to view information about their waste and recycling collection, ward Member information, planning applications, requests for service submitted online. For those residents who hold a tenancy with us, they will be able to view repairs and rent statements.



Last Updated: 10-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.6 Delivery of key annual objectives from the Capital and Asset Management Strategy	Ian Edwards - Senior Quantity Surveyor	In Progress	01-Apr-2017	31-Mar-2019	40.00%	 AMBER	 AMBER

ACTION PROGRESS COMMENTS:

Asset rationalisation planning is moving to County Hall, Mold Campus master planning phase, with work now required to specify and procure specific planning advisers to develop the wider site areas of the Campus. Rationalisation work in terms of our corporate estate has been focusing on the delivery of Ty Dewi Sant which paves the way for the demolition of phases 3 and 4 of County Hall. The Council continues to review its current estate and delivery of its rationalisation plans. These plans are wide ranging and deal with the managed disposal of its agricultural estate to sitting tenants where they have expressed a wish to do so, to the rationalisation and intensification of use of our office buildings. The most recent piece of activity is relates to the main County Hall complex phases 1 to 4 and the exploration of a wider campus use study.



Last Updated: 28-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.7 Adopting the Ethical Code for the Procurement of Supply Chains	Gareth Owens - Chief Officer - Governance	In Progress	01-Apr-2018	31-Mar-2019	66.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The ethical code requires the council to adopt policies to reduce or eliminate poor working conditions amongst our suppliers. It contains a series of commitments to specific obligations. The Action plan to implement the ethical code was approved by Cabinet in June. An action plan has been prepared and is being implemented. The number of actions completed is rising and 18 out of the 27 obligations requiring action on the part of the Council are now complete.



Last Updated: 11-Jan-2019

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.8 Delivering the highest possible standards of Information Security	Mandy Humphreys - IT Business Services Manager	In Progress	01-Apr-2018	31-Mar-2019	80.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council regularly runs tests of its own security measures and applies all issued updates/patches on a monthly basis. It has annual independent tests of its data security measures in order to achieve the required Public Sector Network(PSN) compliance standards. This process began in November 2018 and an action plan is now in place to resolve outstanding issues ready submission to PSN. The last revision of the Information Security Policy is ready for approval.

Last Updated: 15-Jan-2019



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.9 Maximising the generation of the Council's income streams	David Barnes - Manager - Revenues	In Progress	01-Apr-2018	31-Mar-2019	59.00%	 GREEN	 GREEN



ACTION PROGRESS COMMENTS:



Council Tax Collection rates in 2018/19 are currently on target to achieve a final outturn of 98.3% by March 2019. Collection Rates are currently 0.1% above the same Q3 position in 2017/18. Work to reduce aged debt over 60 days within the Corporate Debt system is on going and excellent progress is also being made to reduce debt levels in excess of the 3.5% target. Monthly reporting to Chief Officers is now in place to enhance reporting mechanisms and case management and to track difficult or complex cases needing intervention from service managers.



Last Updated: 03-Jan-2019

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.1M01 The amount of efficiency targets achieved (£)	161000	5341000	1377750	 GREEN	↑	10677000	4133250	 GREEN
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Corporate Accounting and Systems Progress Comment: The actual efficiencies achieved as at the M7 Revenue Budget monitoring report is £5.341m</p> <p>Last Updated: 17-Dec-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2M02 The percentage of planned efficiencies achieved	94	97	95	 GREEN	↑	97	95	 GREEN
<p>Lead Officer: Gary Ferguson - Corporate Finance Manager Reporting Officer: Sara Dulson - Corporate Accounting and Systems Progress Comment: As per the Revenue Monitoring Month 7 report it is projected that 97% of efficiencies will be achieved.</p> <p>Last Updated: 17-Dec-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.1M01 (PAM/001) The number of working days per full time equivalent (FTE) local authority employees lost due to sickness absence	2.59	2.85	8.5	 GREEN	↓	7.6	8.5	 AMBER
<p>Lead Officer: Sharon Carney - Lead HR Business Partner Reporting Officer: Andrew Adams - Business Information and Compliance Adviser Progress Comment: The FTE days lost for the Council during quarter two is 2.85, which equates to the overall FTE days lost of 7.60 for 2018/19. The annual forecast based on current data for 2018/19 is 10.10, which will fall short of our target of 8.50.</p> <p>Last Updated: 17-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.2.2M02 Percentage of eligible employees receiving an annual appraisal	63.46	90.91	100	 AMBER	↑	90.91	100	 AMBER

Lead Officer: Sharon Carney - Lead HR Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Progress Comment: Between 2014 and 2018, the percentage of employees' who have had a performance appraisal has increased year on year, with the exception of 2017. As at 31 December 2017, the information held in iTrent indicated that the percentage of our eligible workforce who had an appraisal was 63% (compared to 67% in December 2016). As at 31 December 2018 this figure was 91% which is a significant improvement. All outstanding appraisals are required to be scheduled for completion by the end of March 2019.

Last Updated: 15-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.1M01 The number of e-forms submitted	No Data	10754	N/A	N/A	N/A	38939	N/A	N/A

Lead Officer: Rebecca Jones - Customer Services and Registration Manager

Reporting Officer: Rebecca Jones - Customer Services and Registration Manager

Progress Comment: In quarter 3 School Admissions accounted for 34% of online transactions. Online applications were invited for Reception and Nursery places in September 2019 and 2,707 applications were processed online. An additional 817 online applications were received for admission to Year 7 in September 2019. After School Admissions, the highest volume of online transactions related to Streetscene services i.e. Waste and Recycling. The Flintshire App received 355 enquiries, the most popular services on the Mobile App are consistently around highways and dog fouling.

Last Updated: 10-Jan-2019



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.2M02 Number of online payments received	No Data	10698	N/A	N/A	N/A	21120	N/A	N/A



Lead Officer: Rebecca Jones - Customer Services and Registration Manager

Reporting Officer: Rebecca Jones - Customer Services and Registration Manager

Progress Comment: The total value of these online payments is £1,596,550. The highest volume of online payments relates to Council Tax, over 6,000 online payments were received with a value of £777,720 followed by Rent that received over 3,000 online payments with a value of £617,446.




Last Updated: 10-Jan-2019

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 Reduce the value of aged debt (debt over 60 days)	No Data	14.5	3.5	 GREEN	N/A	14.5	3.5	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: David Barnes - Manager - Revenues Aspirational Target: Progress Comment: Latest datasets show that aged debts over 60 days since April 2018 have reduced from £2.61m to £2.22m - a reduction of £390k, a reduction of 14.5%.</p> <p>Last Updated: 03-Jan-2019</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.2M02 Maximise the collection of Council Tax	No Data	85.7	86.1	 AMBER	N/A	85.7	86.1	 GREEN
<p>Lead Officer: Gareth Owens - Chief Officer - Governance Reporting Officer: David Barnes - Manager - Revenues Aspirational Target: Progress Comment: Latest collection rates as at end of Q3 show that 85.7% of Council Tax has been recovered - this is 0.1% ahead of the same point in 2017-18.</p> <p>Last Updated: 03-Jan-2019</p>								

RISKS

Strategic Risk




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

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

Management Controls: In view of the significant financial challenge and in the absence of indicative future funding allocations from Welsh Government, the Council has primarily needed to focus on the year ahead. However, known pressures are able to be modeled for the life of the current Council term with the strategy to be reviewed during the period based on the best available intelligence and identification of solutions available.

Progress Comment: The Council was projecting a budget gap of £13.7m in September. This increased to £15.3m following receipt of the provisional settlement due to a decrease in the Council's aggregate external funding of 1%. Stage 1 and Stage 2 budget options were approved by Council in November and a revised gap of £6.7m remained at that time. Following the receipt of the Final Settlement in December and some additional funding announcements the budget Gap at the final Stage 3 remains at £3.1m. Balancing budget options will be considered by Cabinet and Council in January. Without further intervention from Welsh Government the only remaining options to balance the budget are Council Tax and a further use of reserves.

Last Updated: 24-Jan-2019

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Gareth Owens - Chief Officer - Governance	Cher Lewney - Digital Customer & Community Resilience Programme Manager				Open

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

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

Progress Comment: An exercise is underway currently to plan a single integrated programme plan incorporating all of the work required across all workstreams. This will identify dependencies and ensure that resources are aligned to its delivery. This plan was submitted to COT for discussion in December 2018 and a number of principles agreed to support effective and realistic programme management going forwards.

Last Updated: 11-Jan-2019

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE

Date of Meeting	Thursday 14 February 2019
Report Subject	Welsh Language Promotion Strategy
Cabinet Member	Cabinet Member for Corporate Management and Assets
Report Author	Chief Executive
Type of Report	Strategic

EXECUTIVE SUMMARY

The Council is required by standard 145 of the Compliance Notice issued under section 44 of Welsh Language (Wales) Measure 2011 to develop a five year strategy to promote and facilitate the use of the Welsh language in the county and to publish the strategy on the Council's website. This strategy identifies how the Council can work with partner agencies and others in the community such as Town and Community Councils and businesses to promote the Welsh language.

Promoting the Welsh language will contribute to the Well-being and Future Generations Act 2015, specifically the goal to achieve "A Wales of vibrant culture and thriving Welsh Language".

The purpose of this report is to present the final five-year Welsh Language Promotion Strategy for Flintshire (Appendix 1) for consideration prior to adoption by Cabinet.

RECOMMENDATIONS

1	To review and endorse the Welsh Language Promotion Strategy Promotion Strategy, prior to adoption by Cabinet.
2	To support a review of opportunities to work in partnership with Wrexham County Borough Council, Menter Iaith Fflint a Wrecsam and other key stakeholders to develop a sub-regional forum to monitor and progress both counties' Welsh Language Promotion Strategies.

REPORT DETAILS

1.00	EXPLAINING THE WELSH LANGUAGE PROMOTION STRATEGY
1.01	<p>The Welsh Language (Wales) Measure 2011 set out to modernise the legal framework regarding the use of the Welsh language in the delivery of public services. In September 2015, the Council was issued with a Compliance Notice, which set out a requirement to implement 171 Welsh Language Standards from March 2016 onwards.</p>
1.02	<p>Welsh Language Standard 145 requires the Council to prepare a five-year Promotion Strategy. Standard 145 states:</p> <p>You must produce, and publish on your website, a 5-year strategy that sets out how you propose to promote the Welsh language and to facilitate the use of the Welsh language more widely in your area; and the strategy must include-</p> <ul style="list-style-type: none"> (a) a target (in terms of the percentage of speakers in your area) for increasing or maintaining the number of Welsh speakers in your area by the end of the 5 year period concerned; and (b) a statement setting out how you intend to reach that target; and you must review the strategy and publish a revised version on your website within 5 years of publishing a strategy.
1.03	<p>The Welsh Language Promotion Strategy (Appendix 1) has been revised following consultation and aims to:</p> <p>Support an increase of the current level of Welsh speakers within the county from 19,343 to 21,891 (15%) during this 5 year period. This equates to an increase of approximately 2,548 Welsh speakers (over the age of three years). This takes into account the increase in children attending Welsh medium education as identified in the Welsh in Education Strategic Plan as well as an increase in the number of adults learning Welsh.</p>
1.04	<p>The Welsh Language Promotion Strategy will complement the Welsh in Education Strategic Plan and Social Services “More Than Words” action plan which aims to strengthen Welsh language services in social care. The Welsh Language Promotion Strategy will also contribute to the Well-being and Future Generations Act 2015 and the goal “A Wales of vibrant culture and thriving Welsh Language”.</p>
1.05	<p>A total of 157 people responded to the consultation on the Strategy, which was open to both employees and the public. 152 people responded to the on-line consultation and five paper versions of the questionnaires were returned. Of the questionnaires completed:</p> <ul style="list-style-type: none"> • 85% stated they agreed with the strategy. • 79% agreed with the objectives set
1.06	<p>Analysis of the responses show that the feedback was mostly positive, but there were some differing views. Details of the responses are attached as</p>

Appendix 2; the main response issues described below:

Issue raised	Response
Targets need to be more challenging and ambitious	Targets have been increased to just above the % of Welsh speakers identified in the 2001 Census (there was a decrease in 2011).
More marketing to raise awareness of Welsh language and importance of delivering services in first language to Welsh speakers	Actions included to raise awareness of why delivering services in language of choice is important to customers, particularly those who are vulnerable.
Expense of spending resources on Welsh language in financially challenging times	Providing information and services in Welsh is a statutory requirement. The Welsh Language Promotion Strategy will be focused on doing things differently within existing resources and in partnership to avoid additional expenditure.
Focus on promoting Welsh culture	More actions on promoting Welsh culture included.
Potential to discriminate against non-Welsh speakers	Increased opportunities to learn Welsh are available. HR are reviewing opportunities to support people appointed to posts which are designated Welsh essential. Not all posts will be designated Welsh essential or will require post holders to be fully bilingual- basic courtesy skills may only be required. Events and activities to promote Welsh culture and encourage a “sense of belonging” and inclusion whether we speak Welsh or not.

1.07

To support the implementation of the Welsh Language Promotion Strategy it will be important to ensure that members of the public and employees are aware that:

- producing information bilingually and delivering bilingual services is statutory and continues to be the Council’s commitments from the former Welsh Language Scheme;
- the impact on individual safety for some customers if services are not delivered in their preferred language i.e. service user with dementia whose first language is Welsh;
- no additional resources have been identified to meet the Strategy; meeting the commitments will involve working differently and collaborating with partner agencies;

	<ul style="list-style-type: none"> the Strategy supports the Council in delivering bilingual services to meet the needs of Welsh speaking customers.
1.08	<p>Monitoring Progress</p> <p>The Welsh Language Promotion Strategy recognises that we cannot achieve the target to increase the number of Welsh speakers alone and we will need to work with a range of partners to promote learning Welsh and increase opportunities to use Welsh at work and in the community.</p>
1.09	<p>The Welsh Language Commissioner has cited as good practice the model used by Ynys Môn Council to monitor the implementation of their Welsh Language Promotion Strategy. Their Welsh Language Strategic Forum, comprises representatives of agencies who contribute to the achievement of the Welsh Language Promotion Strategy and is chaired by an independent person. This model encourages agencies to work together, avoid duplication of effort and ensure resources are used effectively.</p>
1.10	<p>Coleg Cambria, Menter Iaith Fflint a Wrecsam and the Urdd will have a key role in contributing to the achievement of Flintshire County Council's Welsh Language Promotion Strategy. They also contribute to Wrexham County Borough Council's Welsh Language Promotion Strategy.</p> <p>A partnership approach between Flintshire and Wrexham to build on the work of an existing Welsh Language Forum (Fforwm Sirol) facilitated by Menter Iaith could be explored. The aim would be to refocus its activities on increasing the numbers of Welsh speakers across Flintshire and Wrexham counties and support the implementation of both Welsh Language Promotion Strategies.</p>
1.11	<p>Reporting on progress to meeting the targets will be included in the Council's Welsh Language Standards Annual Monitoring Report, which is presented to Cabinet annually. The Strategy will be subject to an annual review which will include review of targets and activities to identify if any changes are needed.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>The Council has already made a commitment for employees to learn Welsh and a budget for Welsh language training is available. The main commitment will be from services to ensure that they have considered the Welsh language in their work.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	<p>A workshop was held with services. Consultation with members of the public, employees and with Welsh language organisations has been undertaken.</p>

	The draft policy was considered by Corporate Resources Overview and Scrutiny Committee last year.
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4.00	RISK MANAGEMENT
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4.01	<p>Implementing the Welsh Language Promotion Strategy will have a positive impact on the Welsh language and Welsh speakers enabling them to access more services in their language of choice, in particular Welsh speakers who may be vulnerable such as a Welsh speaking person who has dementia.</p> <p>Failure to comply with the requirement of the Welsh Language Standard 145 could lead to a potential £5,000 fine from the Welsh Language Commissioner’s Office.</p>
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5.00	APPENDICES
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5.01	<p>Appendix 1: Welsh Language Promotion Strategy 2019/2024</p> <p>Appendix 2: Results from consultation.</p>
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6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
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6.01	<p>Cymraeg 2050 A Million Welsh speakers</p> <p>Mwy na Geiriau</p> <p>WESP</p> <p>Contact Officer: Fiona Mocko, Strategic Policy Advisor Telephone: 01352 702122 E-mail: fiona.mocko@flintshire.gov.uk</p>
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7.00	GLOSSARY OF TERMS
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7.01	<p>Compliance Notice: specifies the exact standards with which each organisation should comply and also the date by which they are required to comply with a standard.</p> <p>Fforwm Sirol (Welsh Language Forum): A Welsh language forum covering Flintshire and Wrexham which brings together agencies who have responsibility to provide services and activities in Welsh.</p> <p>Mwy na Geiriau / More Than Just Words Framework: A Welsh Government strategic framework to strengthen Welsh language services in health, social services and social care. It includes the principle of the “Active Offer” where customers are offered services in Welsh as opposed to having to request them.</p>
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Welsh in Education Strategic Plan: the Council's plan to expand and promote Welsh medium education.

Welsh Language Measure: Welsh Language (Wales) Measure 2011 confirms the official status of Welsh, creates a new system of placing duties on bodies to provide services through the medium of Welsh and creating the post of Language Commissioner with enforcement powers.

Welsh Language Standards: specify standards of conduct in relation to the Welsh language.



Flintshire County Council

**Five Year Welsh Language Promotion
Strategy**

Welsh Language Promotion Strategy 2019 – 2024

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Foreword

Welcome to Flintshire County Council's Welsh Language Promotion Strategy 2019 – 2024. Welsh language is an important part of Flintshire's cultural identity and we have been proud to celebrate our linguistic heritage, hosting one of the most successful Urdd Eisteddfod's in 2016.

We are fully committed to supporting the Welsh language and continue to provide grants to, and work in partnership with, the Urdd, Menter Iaith and Mudiad Meithrin. This partnership approach has meant that a new Welsh medium foundation phase school, Ysgol Croes Atti - Glannau Dyfrdwy, opened in 2014 in Deeside. This provides an exciting opportunity for families in the Deeside area to access local Welsh medium education. The Council was also successful in securing Welsh Government funding to increase capacity at Ysgol Glanrafon, Welsh medium primary school, in Mold. The increase in opportunities to access Welsh medium education will make significant contributions to this Welsh Language Promotion Strategy.

Our work in providing bilingual services has been recognised externally. Social Services were nominated for an award at the Welsh Language in Health, Social Services and Social Care Awards. They received a special recognition award for their work in promoting and providing Welsh language services for residents of Llys Jasmine, extra care housing accommodation. They were also runner up in the Minister's Special Award for providing bilingual services.

We believe that we have been making steady progress to provide bilingual services, however developing and implementing a Welsh Language Promotion Strategy for the county presents a new ambitious, challenge for the Council. Setting targets to maintain or increase the number of Welsh speakers for the county as required by the Welsh Language Standards, against a backdrop of reducing numbers of Welsh speakers, cannot be achieved by the Council alone. We need to work closely with our partners and take a stepped approach to create long term, generational change. The involvement of Coleg Cambria, Menter Iaith, Mudiad Meithrin and the Urdd in developing this draft Strategy has been invaluable; we would like to thank them for their contribution and look forward to their continued support.

Your support and commitment to this strategy is critical, whether you are a Welsh speaker, a Welsh learner or do not speak any Welsh, we would like to hear your views. We want to know what you think and what actions we can take in the future to raise the visibility and profile of the Welsh language to safeguard its future.

Colin Everett
Chief Executive

Cllr Billy Mullin
Cabinet Member for Corporate Management

Welsh Language Promotion Strategy 2019/24

1. Introduction

1.1. Flintshire County Council set out its commitment to the Welsh Language in its former Welsh Language Schemes. The Welsh Language Schemes have now been replaced by the Welsh Language Standards. Flintshire County Council is required to comply with Standards set under the Welsh Language (Wales) Measure 2011; the Measure gives the Welsh language official status in Wales.

The aim of the Standards is to continue and develop the work of Welsh Language Schemes:

- improving the services Welsh-speakers can expect to receive from organisations in Welsh
- increasing the use people make of Welsh-language services
- making it clear to organisations what they need to do in terms of the Welsh language

Standard 145 requires the Council to develop a Welsh Language Promotion Strategy which sets out how we will promote the Welsh language and facilitate the use of the language. We are also required to set targets to maintain or increase the number of Welsh speakers in the county.

1.3 As a local authority, we recognise that we have a responsibility and a duty as a community leader to promote, support and safeguard the Welsh language for the benefit of present and future generations. We are committed to taking action to achieve this and are confident that the Welsh language in Flintshire has a prosperous future. This Welsh Language Promotion Strategy sets out how we will do this.

1.4 Being able to use Welsh is important. It gives businesses who can offer bilingual services an advantage over their competitors and gives Welsh speaking job applicants an additional skill. Welsh speakers also have the opportunity to experience two different cultures.

1.5 Developing a Welsh Language Promotion Strategy for Flintshire is critical to supporting the Welsh Government achieve its aim of one million Welsh speakers by 2050. Welsh language is an important part of our identity and we are proud of our heritage. It is one of the strongest minority languages in Europe and is believed to be the oldest surviving language in Europe. The Welsh language is a vibrant language and can be heard in the workplace, in schools and shops in Flintshire.

1.6 Figures from the Census 2011 showed that the proportion of residents in Flintshire who speak Welsh fell slightly to 13.2% (19,343 people) in 2011 compared to 14.4% (20,599 people) in 2001. It is important that there is no further reduction in the percentage of Welsh speakers in the county; therefore during the first five years of the Strategy we will aim to increase the percentage of Welsh speakers in the county.

1.7 It can take up to six/seven years for a learner to be able to converse confidently and as approximately 5% of all school pupils attend our single Welsh medium secondary school, increasing the number of Welsh speakers will be an incremental and generational change.

2. Aim

2.1 The aim of the Flintshire Welsh Language Promotion Strategy for the period 2019/24 is to promote, support and safeguard the Welsh language for the benefit of present and future generations. We will support an **increase** of the current level of Welsh speakers from (13.2%/ 19,343) within the county to 21,891 (15%) during this period. This equates to an increase of approximately 2548 Welsh speakers (over the age of three years) over the next five years. This takes into account the increase in children attending Welsh medium education as identified in the Welsh in Education Strategic Plan as well as an increase in the number of adults learning Welsh. Our longer term vision, post 2024, is to increase the number of Welsh speakers to create a bilingual county where Welsh language is a natural part of everyday life.

2.2 We will do this by achieving the following objectives

- i) Increasing the number of Welsh speakers in the county.
- ii) Increasing the use of Welsh within the county.
- iii) Creating favourable condition for the language to flourish.

2.3 Target and measuring progress

Our target during the next five years is to support the **increase in** the number of the population in Flintshire who report that they speak Welsh. Our ambition for the longer term period is to increase the number and percentage of Welsh speakers in the county to eventually create a bilingual county and support Welsh Government achieve one million Welsh speakers in Wales by 2050.

We will measure progress through monitoring the:

- number of pupils being taught through the medium of Welsh
- number of Welsh speakers in the county (Census 2011 and Census 2021)
- number of people with no knowledge of Welsh (Census 2011 and Census 2021)
- number of adults who are learning Welsh in the county
- number and percentage of Flintshire County Council employees who report that their Welsh skills are at level 4 (advanced) and level 5 (proficient)

2.4 The number of Welsh speakers in the county is influenced by several factors: the number of pupils who attend Welsh medium education, the number of adults who choose to learn Welsh and the number of Welsh speakers and non - Welsh speakers who move in and out of the area. Flintshire is a border county and with excellent transport links to Cheshire, Wirral, Manchester and Shropshire resulting in continual inward and outward migration. The housing growth set out in the Local Development Plan is an opportunity to encourage new homeowners to learn Welsh, take advantage of Welsh medium education and use their Welsh language skills.

2.5 We cannot achieve this strategy alone; we are dependent upon working closely with our partners in education and the voluntary sector to ensure that training is available alongside opportunities to use Welsh in everyday life. This will mean that there will be:

- sufficient opportunities need to be available for parents to access Welsh medium childcare and education services;
- enough learning opportunities at the right time and right level to meet learners' needs;

- opportunities to use Welsh skills and increase confidence in different settings;
- opportunities for young Welsh people leaving school to continue using their Welsh skills socially, through vocational and academic training and at work; and
- more bilingual services

2.6 The impact of this Strategy will be strengthened by the national and local policy context:

- Flintshire County Council's [Welsh in Education Strategic Plan](#) (2017/2020), this plan sets out the Council's commitment to supporting, expanding and promoting Welsh-medium education within the whole community and increasing the number and percentage of pupils receiving Welsh-medium education to develop learners who are fully bilingual (i.e. fluent in both English and Welsh).
- Flintshire County Council's Welsh in the Workplace policy which will encourage employees to use Welsh at work, whatever their level of Welsh
- Flintshire Local Development Plan which may require that language impact assessments are undertaken on new developments
- The Welsh Government Strategy: [a million Welsh speakers by 2050](#) which aims to have a million Welsh speakers by 2050, more children in Welsh-medium education, better planning in relation to how people learn the language, more easy-to-access opportunities for people to use the language, a stronger infrastructure and a revolution to improve digital provision in Welsh, and a sea change in the way we speak about the language.
- [Mwy na Geiriau](#) the Welsh Government Framework to strengthen Welsh language services in health, social services and social care.
- [Well-being of Future Generations \(Wales\) Act 2015](#) aims to improve the social, economic, environmental and cultural well-being of Wales. This requires public bodies to work together to meet seven well-being goals, one of which is:
A Wales of vibrant culture and thriving Welsh language.

3. **Current position- Welsh speakers in Flintshire**

Details about the profile of Welsh speakers in the county can be found in Appendix 1. The Table below shows that the number of people who report that they can speak Welsh in Flintshire is decreasing. In 2001, 14.4% people reported that they could speak Welsh compared to 13.2% in 2011. Prior to this the Census reports from 1981 and 1991 showed a steady increase in the percentage of people who spoke Welsh, rising from 12.66% in 1981 to 13% people reporting they could speak Welsh in 1991. This increased to 14.4% in 2001.

There are seven wards in Flintshire where over 20% of the residents report that they speak Welsh and there are fifteen wards where less than 10% of people report that they can speak Welsh. These are set out in the Tables overleaf:

Profile of wards with the highest percentage of Welsh speakers
Source: Census 2011

Ward	%
Mold South	30.6
Trelawnyd and Gwaenysgor	26.2
Treuddyn	24.4
Ffynonngroyw	22.9
Halkyn	20.7
Whitford	20.7
Caerwys	20.3

Profile of wards with lowest percentage (less than 10%) of Welsh speakers
Source: Census 2011

Ward	%
Saltney Stonebridge	6.1
Sealand	7.5
Saltney Mold Junction	7.8
Broughton North East	8.5
Shotton East	8.7
Connah's Quay Central	8.7
Queensferry	9.0
Connah's Quay Wepre	9.1
Broughton South	9.3
Buckley Bistre East	9.3
Shotton West	9.4
Mancot	9.5
Aston	9.6
Shotton Higher	9.9
Buckley Bistre West	9.9

4. Welsh medium education provision

Flintshire currently has five primary schools and one Welsh secondary school delivering Welsh medium education spread geographically across the authority:

- Ysgol Mornant, Gwespyr Picton ^{1*}
- Ysgol Gwenffrwd, Holywell
- Ysgol Croes Atti Flint including the Glannau Dyfrdwy satellite in Shotton
- Ysgol Glanrafon, Mold
- Ysgol Terrig, Treuddyn
- Ysgol Maes Garmon, Mold (secondary)

The current profile of pupils attending Welsh medium schools is:

Primary School pupils - 869 pupils equivalent to 6.22% of all primary school pupils.

Secondary School pupils - 531 equivalent to a percentage of 5.71% of all secondary school pupils.

The Council's [Welsh in Education Strategic Plan \(WESP\) 2017/2020](#) sets out how we will support, expand and promote Welsh medium education. The outcomes include:

Outcome 1: More seven-year-old children being taught through the medium of Welsh

Outcome 2: More learners continuing to improve their language skills on transfer from primary to secondary school

Outcome 3: More students aged 14-16 studying for qualifications through the medium of Welsh.

Outcome 4: More students aged 14-19 in study subjects through the medium of Welsh, in schools, colleges and work-based learning.

Good Practice

All Welsh medium primary schools in Flintshire have been awarded Siarter Iaith Silver award for their increased use of Welsh in a social context and two schools have achieved the Gold award. 45 English medium primary schools are engaged in the Cymraeg Campus project and are working towards the Bronze Award.



¹ Ysgol Mornant and Ysgol Maes Garmon created a federation – Cwlwm – to protect and strengthen Welsh medium provision in the rural north area of Flintshire.

5. Learning Welsh - Adults

The official provider for Welsh for adult learners in North East Wales is [Coleg Cambria](#). They provide a range of Welsh language courses for those who are complete beginners to advanced courses. The figures for the number of adults currently learning Welsh in the county are

Title of course	Numbers enrolled 2018/19
Beginners Entry	147
Foundation Level	58
Intermediate Level	61
Advanced	51
Proficiency	73
Total	390

Council employees

There are 64 employees learning Welsh (2018/19) in the Council

Title of course	Numbers enrolled 2017	Number enrolled 2018
Basic language skills	48	
Pre entry		1
Mynediad / Entry	50	34
Sylfaen / Foundation	7	12
Canolradd/Intermediate	23	3
Uwch/Advanced	1	9
Hyfrededd /Proficient	10	5
Total	139	64

Good Practice

Some Teams encourage Welsh learners to practice their Welsh by spending 10 minutes once a week where everyone talks in Welsh- whatever their skill level.

6. Partnership working

The Council cannot achieve these targets for increasing the number of Welsh speakers in the county without the support and involvement from our partners.

Through the County Forum, the Council works with Town and Community Councils and together have published a Charter which sets out how we aim to work together for the benefit of local communities whilst recognising our respective responsibilities as autonomous, democratically elected statutory bodies. Welsh language is an important component of the charter, working together to promote Welsh language and culture.

Every local council area in Wales is legally required to have a Public Services Board (PSB) whose purpose is to work collectively to improve local social, economic, environmental and cultural well-being. The Flintshire PSB is made up of senior leaders from a number of public and voluntary organisations. Engagement and commitment to this Strategy from the PSB is essential if its aim is to be realised. Flintshire has a longstanding and proud track record of partnership working. The communities it serves expect statutory and third sector partners to work together to manage shared priorities through collaboration. The Flintshire Public Services Board (PSB) is at the heart of promoting a positive culture of working together and concentrates energy, effort and resources on providing efficient and effective services to local communities.

The Fforwm Sirol Fflint a Wrecsam is a group facilitated by Menter Iaith and comprises organisations who offer Welsh medium services and activities across Flintshire and Wrexham. Examples of organisations represented include the Urdd, Coleg Cambria, Mudiad Meithrin and the two local authorities. This Fforwm is an opportunity to collaborate with key partners to achieve the increase in the number of Welsh speakers in both Wrexham and Flintshire.

Good Practice

Commitments to the Welsh language are included within the Flintshire County Forum Charter

7. Role and contribution of national bodies

Welsh Government

The Welsh Government has a key role in supporting the Council achieve its aim to increase the number of Welsh speakers. They contribute in different ways:

- leading by example and promoting Welsh language and culture in all that it does;
- ensuring technology that is compatible with the Welsh language is available in Wales, for example, the Planning portal for Wales;

- developing resources to support local authorities promote the Welsh language;
- supporting the development of resources for Welsh learners and Welsh speakers who wish to continue developing their skills;
- influencing the private and voluntary sectors to embrace the Welsh language.

National Centre for Learning Welsh

The National Centre for Learning Welsh is funded by Welsh Government and is responsible for all aspects of the Welsh for Adults education programme. This includes the curriculum and course development, resources for tutors, research, marketing and e-learning. The purpose of the Centre is to increase the numbers of people learning and using Welsh. A network of 11 providers deliver courses on its behalf. Coleg Cambria is the provider for North East Wales.

The National Centre for Learning Welsh has a key role in ensuring that flexible opportunities to learn Welsh are in place, including supporting adult learners to develop skills for the workplace.

Institutions of Further and Higher Education

Developing opportunities to study vocational and academic courses through the medium of Welsh is the responsibility of institutes for further and higher education, these contribute to not only developing the skills of teachers within schools but prepare the future workforce who can provide services through the medium of Welsh.

8. Opportunities to use Welsh in the community- currently and in the future

There are a variety of opportunities to use Welsh in the county of Flintshire.

Early Years provision

To promote the use of the Welsh language in early years and childcare provision there is a strong partnership between the Council and [Mudiad Meithrin](#) (MM). MM is provided with grants to deliver the following:-

- Welsh medium childcare for the Flying Start Project
- Welsh medium childcare for children in high level social need such as Communities First areas.
- Welsh medium early years education in the non-maintained sector
- Provision of assisted places in Welsh medium childcare

The county association of MM are also awarded grants from Flintshire County Council to deliver training to workers/volunteers in the *Cylchoedd Meithrin* and *Ti a Fi* groups.

Leisure and Library Services

Aura is a charitable, not-for-profit, organisation which is responsible for managing the majority of leisure centres and libraries previously operated directly by Flintshire County Council. Aura provides swimming lessons through the medium of Welsh at different centres throughout the county. Within the library service managed by Aura:

- all categories of stock provided in English and Welsh (books, CDs, DVDs, audio books, eBooks) as per stock policy;
- Reading groups, Rhymetimes, story times and activities for children, school visits, author visits are available in Welsh;
- bilingual libraries facebook page;
- Reading promotions, for example, the Summer Reading Challenge are available in Welsh.

Menter Iaith

Menter Iaith Fflint a Wrecsam is a not for profit organisation and works to promote and increase the use of the Welsh language on a community basis in the county, ensuring that the language becomes a central part of life in Flintshire and that the responsibility for its future is shared by every citizen.

It does this mainly through:

- organising activities for families, children and young people, community groups and learners;
- working with businesses to raise awareness of the value of the Welsh language and the bilingual skills of their employees;
- encouraging individuals to use their Welsh;
- supporting those who are keen to pass on the language to others, especially within the family.
- working with the community to raise awareness and improve understanding of the rights of Welsh speakers under current legislation and encouraging Welsh speakers to use the services available to them.

Planning

The Council's Planning Service is working with Developers to identify opportunities for promoting Welsh language to people on new housing developments. Specific policies also reflect Welsh language requirements, for example, Street Naming Policy

Play

The Council's Play Team, in partnership with Urdd Gobaith Cymru, deliver play schemes through the medium of Welsh, during the summer holidays at different locations throughout Flintshire.

Schools catering service- NEWydd- provides a bilingual catering service to schools. NEWydd is a local authority Trading Company.

Theatr Clwyd

Theatr Clwyd offer a variety of activities which raise the visibility and audibility of Welsh:

- Introduced a bilingual playlist for Front of House music.
- Offer varied programmes through the medium of Welsh including cinema, music and theatre.
- Produced and co-produced several Welsh language shows in recent years, with one show "Mimosa", touring across Wales and Patagonia in 2015.

- As part of the Welsh Government Healthy Relationships Programme the Creative Engagement Team partnered with the Council's Integrated Youth Service to create and deliver an educational project on the challenging issues around Consent which is available in the Welsh language.
- Offer half hour conversational Welsh lessons to our Bilingual Youth Theatre group "Cwmni 25" prior to the start of their weekly sessions.
- Set up a Clwb Teulu for Welsh speaking families, Welsh learners and English speaking parents of children in Welsh language schools.

Youth Services

Youth Service funded a two year part time post, to work with English medium schools to engage them in the Urdd Eisteddfod which was held in Flint during May 2016.

Urdd

The Urdd provide Welsh lunchtime clubs running during school hours in secondary and primary schools in Flintshire.

Good Practice

Theatr Clwyd are implementing bilingual talk backs to offer audiences the opportunity to discuss their productions in both languages

The Council's **Play Team**, in partnership with Urdd Gobaith Cymru, deliver play schemes through the medium of Welsh.

In the workplace

Employees are encouraged to use their Welsh skills in the workplace as often as they can, and whatever the level of their skill. They have been provided with access to Cysill (Welsh spell checker) and Cysgeir (Welsh dictionary).

The Council promotes the use of Welsh through encouraging employees to wear the Iaitth Gwaith badges and posters. Employees include the logo on their e-mail signatures; "Siaradwr Cymraeg" is included on email addresses of Welsh speakers. The purpose of this is to easily identify Welsh speakers and encourage employees to use Welsh with each other and with other organisations.

Employees can access Welsh language training at all levels and are supported to attend residential courses at Nant Gwrtheyrn.

In addition, Social Services facilitate two "Paned a Sgwrs" groups, both meet monthly to provide employees with opportunities to practise their Welsh skills.

Iaitth Gwaith posters are on display in all reception areas, Welsh speaking employees and Welsh learners wear the Iaitth Gwaith lanyards and/or badge.

The Council's website, Apps and self-service machines are bilingual as is the Council's Twitter page. The Council's Social Media Policy includes a requirement to comply with the Welsh Language Standards.

9. Procurement

The Welsh Language Standards have been incorporated within the Contract Procedure Rules and sample clauses are available to commissioning officers to incorporate within contracts.

Commitment to the Welsh language is also included within grants guidance, encouraging grant recipients to promote the Welsh language.

10. Celebrating Welsh Culture

The Council provides some financial support to Menter Iaith to celebrate St David's Day within town centres in Flintshire; activities include window dressing competitions and Welsh singing. Local schools also participate in these events.

Within the Council a Welsh themed menu is provided for employees in the staff bistro and workforce news items and social media messages are also published. Staff are encouraged to speak Welsh and start conversations in Welsh whatever their skill level.

Other events celebrated in addition to St David's Day include:

- Welsh Music Day - encouraging employees, school pupils and members of the public to listen to Welsh music.
- Saint Dwynwen's Day- the Welsh Valentine's day
- Su'mae Day – encourages everyone to speak some Welsh

Social Services run a Welsh Language promotional event for employees and services users on St David's Day. Children and adults are invited into services and discuss the importance of language in care settings as well as encouraging the use of Welsh and participating in cultural activities.

Good Practice

Social Services has developed a Welsh Language Reminiscence initiative for Welsh speaking people with dementia and their families. As part of the initiative reminiscences boxes have been designed for Welsh speakers and Welsh people or people who may have grown up or have strong links with Wales. The boxes contain sensory and memory aids and written material in Welsh. They are also specifically designed for Flintshire which means they have been developed in line with local Welsh cultures, traditions and heritage.


11. Monitoring and review

Actions and measures from this Strategy will be incorporated into the Council's performance management system and progress will be reported to Cabinet annually and as when needed. A summary of progress being made will be included within the annual Welsh Language Standards Monitoring Report. Progress will be monitored through the Chief Officer Team, Cabinet, relevant Overview and Scrutiny Committees and Welsh Language Network.

12. Conclusion

Developing this Strategy represents the start of our journey to promote and raise the visibility of Welsh language and eventually increase the number of Welsh speakers in the county. We recognise that we have a long and challenging road ahead, however, we believe that by working closely with our partners to implement this five year Strategy we will set a firm foundation upon which we can create long term, sustainable change.

We welcome your views, comments and suggestions for this Strategy

Please contact us on: Tel:  01352 702122

Email:  fiona.mocko@flintshire.gov.uk

Appendix 1

Profile of Welsh speakers in the county

Table 1: Knowledge of Welsh (2001 & 2011)

Source: Census 2011 table KS207WA & Census 2001 table KS025

	Flintshire			Wales	
	2001 Census	2011 Census		2001 Census	2011 Census
	%	No.	%	%	%
All aged 3+	-	146,940	-	-	-
No knowledge of Welsh	78.6%	116,736	79.4%	71.6%	73.3%
Understands spoken Welsh only	4.4%	7,503	5.1%	4.9%	5.3%
All Welsh speakers	14.4%	19,343	13.2%	20.5%	19.0%
Speaks, reads and writes Welsh	10.9%	13,650	9.3%	16.3%	14.6%

Table 2: Profile of Welsh Language skills by age

Source: Census 2011 table KS207WA & Census 2001

Age	Number able to speak Welsh	% able to speak Welsh	Not able to speak Welsh	Total
3-4	545	14.4	3238	3,783
5-9	2,768	33.1	5,605	8,373
10- 14	3,499	38.9	5,498	8,997
15 -19	2,298	24.2	7,199	9,497
20- 24	1,152	12.8	7,818	8,970
25-29	892	10.4	7,655	8,547
30-34	938	11.2	7,439	8,377
35-39	1,009	10.4	8,715	9,724
40-44	1,005	8.8	10,470	11,475
45-49	939	8.0	10,776	11,715
50- 54	767	7.6	9,346	10,113
55-59	674	7.1	8,830	9,504
60- 64	721	6.5	10,308	11,029
65- 69	597	7.1	7,858	8,455
70-74	476	7.0	6,368	6,844
75- 79	426	8.6	4,503	4,929
80 -84	324	9.4	3,131	3,455
85 +	313	9.9	2840	3,153
Total	19,343		127,597	146,940

Table 3: Country of birth (2001 & 2011)

Source: Census 2011 table KS204EW & Census 2001 table KS005

	Flintshire			Wales	
	2001 Census	2011 Census		2001 Census	2011 Census
	%	No.	%	%	%
All people	-	152,506	-	-	-
People born in Wales	51.1%	76,243	50%	75.4%	72.7%
People born in England	44.7%	67,578	44.3%	20.3%	20.8%
People born in Scotland		1,673	1.1%	0.8%	0.8%
People born in Northern Ireland		548	0.4%	0.3%	0.3%
People born in Republic of Ireland		633	0.4%	0.4%	0.4%
People born in other EU countries, members 2001*	1.3%	1,234	0.8%	0.8%	0.9%
People born in other EU countries, accession countries**	-	2,198	1.4%	-	0.9%
People born elsewhere		2,363	1.5%	1.9%	3.3%

Table 4: Profile of Flintshire County Council Welsh speaking employees November 2018.

Portfolio	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5	Total
Chief Executives	8	12	10	3	3	5	41
Community and Enterprise	151	123	35	16	10	12	347
Education and Youth	56	80	42	7	12	11	208
Governance	41	50	14	2	4	3	114
Org Change 1	24	35	13	1	8	11	92
Org Change 2	15	15	4	1	1	0	36
People and Resources	41	83	27	6	8	3	168
Planning and Environment	52	61	17	6	12	5	153
Social Services	379	315	123	26	25	26	894
Streetscene and Transportation	197	159	35	7	11	9	418
TOTAL	964	933	320	75	94	85	2,471

Appendix 2 **Action Plan – How we will achieve our objectives**

Objectives: Increasing the number of Welsh speakers in the county.				
Actions	Responsibility	Timeframe	Output/ Outcome	Progress
Implement Welsh in Education Strategic Plan	Education and Youth	On-going	Increased number of children and young people access Welsh medium education. Increased use of Welsh within English medium schools.	
Implement Siarter Iaith across all Welsh medium Schools and work towards achieving Gold status	Education and Youth	On -going	The use of Welsh increases within the school and outside the school	
Work with Fforwm Sirol to develop a plan to promote Welsh language training and increase number of adults in the county learning Welsh.	Strategic Policy Advisor	July 2019	Plan in place and increased registrations for Welsh language courses	
Produce leaflet about importance of Welsh language for residents of Flintshire	Strategic Policy Advisor in partnership with Coleg Cambria, Menter Iaith Fflint a Wrecsam and Wrexham County Borough Council	April 2019	Leaflet published and promoted	
Use the Council's website and social media to promote importance of learning the Welsh language and access to resources for learners	Strategic Policy Advisor	On-going	Council demonstrates its commitment to the Welsh language.	
Objective: Increasing the use of Welsh within the county- using services, socially and in the workplace				

Actions	Responsibility	Timeframe	Output/ Outcome	Progress
Services				
Promote this Strategy to the Public Services Board (PSB) and encourage them to identify actions they can take which will contribute to the outcomes of this Strategy	Corporate Business and Communications Executive Officer	December 2019	Increased number of Welsh speakers Increased number of opportunities to use Welsh	
Share Strategy with Public Services Board to identify opportunities for joint working	Corporate Business and Communications Executive Officer	December 2019	Public Service Board works together to promote the visibility and audibility of Welsh language in Flintshire	
Include Welsh language within the Charter between the Council and Town and Community Councils	Business and Communications Executive Officer	Complete	Town and Community Councils include Welsh language as a natural part of their everyday work	
Implement "More than Words" framework	Social Services	On-going	Increased use of Welsh in the care sector	
Services adopt the "Active Offer" principle	Welsh language leads network	December 2019	Services actively promote Welsh language services. Increased take-up of Welsh services Increased use of Iaith Gwaith logo	
Work with Flintshire Local Voluntary Council to identify initiatives that encourage the voluntary sector to promote the Welsh language.	Strategic Policy Advisor	March 2020	More voluntary sector organisations promote the Welsh language and participate in initiatives to celebrate Welsh culture.	
Develop plan to encourage more customers to use on-	Welsh Language Leads Network in	December 2019	Numbers of people using Welsh pages of website and social	

line services in Welsh	partnership with Fforwm Sirol		media sites increases	
Ensure all employees at reception desks and on main switchboards provide bilingual greetings and have basic Welsh skills	Managers	On-going	Number and percentage of employees on reception points and main switchboard and contact centres who can speak Welsh	
Ensure all signage, publication, promotional materials, email signatures position Welsh so that it read first to encourage Welsh speakers and learners to use their Welsh.	Welsh Language Leads Network	September 2019	Increased visibility of the Welsh language	
Identify opportunities for services to deliver Welsh/bilingual services	Welsh Language Leads Network	On -going	Increased number of bilingual services available	
Socially				
Start a new Welsh language drama group for children aged 6 – 11 years.	Theatr Clwyd Director of Creative Engagement	On -going	Increased opportunities for children to use Welsh outside of school	
Develop a Welsh language Youth group to develop young Welsh theatre makers	Theatr Clwyd Director of Creative Engagement	On-going	More opportunities to hear Welsh and increase the visibility of Welsh	
Develop more plays in the Welsh language	Theatr Clwyd – Artistic Director / Associate Producer	On-going	Increased opportunities to hear Welsh	
Develop more writers who can work through the medium of Welsh	Theatr Clwyd- Director of Creative Engagement	On-going	Increased Welsh language productions	
Create a leaflet aimed	Strategic Policy	September 2019	Increased visibility and audibility	

specifically at shops and business to promote the advantages of providing services bilingually and to increase use of Welsh	Advisor, Menter Iaith Fflint a Wrecsam and Wrexham County Borough Council		of Welsh language	
Encourage shops and businesses to look at opportunities to use Welsh	Business Development and "Cymraeg Byd" Development officer	On-going	Increased visibility and audibility of Welsh in the county i.e. increased use of bilingual menus in cafes	
Work with Menter Iaith, PSB and County Forum to promote Welsh language social activities	Corporate Business and Communications Executive Officer /Strategic Policy Advisor	On-going	Increased take-up of Welsh medium social activities Increased opportunities for Welsh learners to develop their skills	
In the workplace				
Employees complete Welsh language skills audit	Welsh Language Leads Network	July 2019	100% employees complete skills audit	
Agree and implement plan to develop Welsh language skills of employees and reduce the number of employees who have no Welsh language skills	Welsh Language Leads Network, Learning and Development	September 2019	Number and % of employees who report that they have no Welsh language skills decreases	
Identify opportunities to celebrate the achievements of Welsh learners	Welsh Language Leads Network, Learning and Development	April 2019	Employees are encouraged to learn Welsh	
New employees learn basic Welsh standard phrases in Welsh as part of their induction	Learning and Development	March 2020	Course developed Number of employees who complete the training	
Encourage managers to open and close meetings	Strategic Policy Advisor	April 2020	Increased use of Welsh in the workplace	

bilingually				
Consider opening and closing Council meetings bilingually	Corporate Business and Communications Executive Officer	September 2019	Increased audibility of Welsh	
Review recruitment and selection processes to identify and address issues recruiting Welsh speakers to Welsh essential posts	Strategic Policy Policy/Human Resources	On-going	New employees understand the Council's commitment to the Welsh language and are willing to learn Welsh if necessary Increased number of Welsh speaking job applicants	
All employees complete Welsh language awareness e-learning modules	Strategic Policy Advisor	March 2021	100% employees complete the Welsh language awareness e-learning module Employees understand the importance of the Welsh language	
Monitor implementation of the Welsh in the Workplace Policy	Welsh Language Leads Network	On-going	Increased visibility and audibility of Welsh language	
Objective: Creating favourable condition for the language to flourish.				
Actions	Responsibility	Time frame	Outcome	Progress
Participate in Shwmae /Su'mae Day and promote via the Council website and social media sites	Strategic Policy Advisor in partnership with Menter Iaith	Annually	Increased positive attitudes to Welsh language and pride in Welsh culture. Increased use of Welsh	
Develop plan to celebrate St David's Day in the county involving Council services	Strategic Policy Advisor in partnership with	December 2019	Increased positive attitudes to Welsh language and pride in Welsh culture	

and partners	Menter Iaith			
Encourage Town and Community Councils to celebrate St David's Day and other Welsh cultural events, such as Su'mae day.	Strategic Policy Advisor	March 2019	Increased number of activities on St David's Day and throughout the year	
Raise the profile of national initiatives e.g. rugby, football matches to increase feelings of pride and sense of belonging.	Strategic Policy Advisor in conjunction with partners	On-going	Increased number of promotional activities	
Explore opportunities to include Welsh language within Community Benefits clauses	Strategic Policy Advisor/Procurement	September 2019	Council contractors promote and support Welsh culture e.g. contributing to initiatives for St David's Day celebrations.	
Review procurement and contract process to ensure contractors comply with Welsh language standards.	Strategic Policy Advisor/Procurement	March 2020	Contractors comply with Welsh Language Standards	
Work in partnership with Fforwm Sirol to identify opportunities for joint working and a co-ordinated approach to promote the Welsh language	Strategic Policy Advisor Fforwm Sirol	On-going	A partnership approach is taken to promote the Welsh language-increasing capacity and avoiding duplication of effort.	
Work with Fforwm Sirol to monitor and review Welsh language Promotion Strategy targets	Strategic Policy Advisor	On-going	Targets monitored and reviewed regularly. Joint interventions identified and action taken to address progress issues.	
Review policies and planning guidance to identify opportunities to safeguard the Welsh language through the	Planning	December 2019	Negative impact on Welsh language is reduced	

planning process				
Promote Welsh language awareness during annual Business Week	Strategic Policy Advisor in partnership with Coleg Cambria and Menter Iaith Fflint a Wrecsam	Annually September /October	Business understand the importance of Welsh language	
Work with Flintshire Local Voluntary Council to identify initiatives that encourage the voluntary sector to promote the Welsh language.	Strategic Policy Advisor	March 2019	More voluntary sector organisations promote the Welsh language and participate in initiatives to celebrate Welsh culture.	
Identify opportunities to promote Welsh language and culture through the Well-being Plan for Flintshire.	Corporate Business and Communications Executive Officer	March 2019	The PSB and Council services contribute to the Welsh Government's Well-being goal "A Wales of vibrant culture and thriving Welsh Language"	

Appendix 2 Welsh Language Promotion Strategy- Results from consultation

Question	Response- Yes		Response -No		Total
	Number	%	Number	%	
Do you agree with the Strategy	133	85%	24	15%	157
Do you agree with the objectives set	124	79%	33	21%	157

Issues raised

- Targets need to be more challenging and ambitious
- More marketing to raise awareness of Welsh language and importance of delivering services in first language to Welsh speakers
- Expense -spending resources on Welsh language in financially challenging times
- Focus on promoting Welsh culture
- Potential to discriminate against non-Welsh speakers

What objectives and actions would you like to see included		
Themes	Ideas raised	Comments
Education and young people- increasing places in preschool Welsh medium schools,	Opportunities for parents to choose Welsh medium education, free transport to Welsh medium schools, increase in Welsh medium pre school opportunities	Welsh medium education and pre-school provision is addressed in Welsh in Education Strategic Plan
Signage	Make sure all signage is bilingual Correct Welsh on signage	This is an existing legal obligation on the Council
Increased use of Welsh language Council- use by employees and councilors and Town Councils employees,	Increase use by employees and councilors and Town Councils. Normalise the use of Welsh in the workplace More recognition for employees who learn Welsh Use of Welsh in Council meetings	Part of FCC's Welsh in the Workplace Policy. Welsh language part of commitment in the County Forum Charter additional actions to encourage Town and Community Councils to share opportunities to promote the Welsh language
Increased opportunities to	Fun activities in the medium	To work in partnership

use Welsh language in social and community settings and out of school	of welsh for children/ families at weekend. Opportunities to use Welsh in football, rugby, netball, hockey	with Fforwm Sirol (Welsh language Forum) to look at opportunities to use Welsh outside of work, school and college
Housing developers	Taking responsibility to promote the Welsh language on new developments	Now including Welsh language as a community benefit clause
Welsh language skills training for adults	Free conversation groups and access to Welsh language skills training	Coleg Cambria to lead on opportunities for Welsh classes for adults
Celebration of Welsh culture	Create more of a Welsh feeling in the county	Actions identified to promote Welsh culture and support national initiatives.
Encourage business to use Welsh and celebrate Welsh culture	Businesses to use signs on the door such as food hygiene “scores on the Door” sign to show they have Welsh speaking employees and can provide Welsh language services. Show business the link between embracing Welsh language services and in customers. increased	Including actions to encourage businesses and shops to promote Welsh language
Resources	Concerns raised about spending money on Welsh language when resources or short and impact it will have on English speaking community	Providing bilingual information is already a statutory requirement. The Welsh Language Promotion Strategy is not about spending additional Council resources on the Welsh language but doing things differently and in a co-ordinated way to ensure Welsh language is not an afterthought. To include more focus on

		activities that bring people together Welsh speakers and non-Welsh speakers and develop a sense of belonging.
Discrimination	<p>Concerns people who do not speak Welsh will be discriminated against when applying for jobs</p> <p>Create more opportunities for people to learn Welsh so not discriminated against</p> <p>Feeling disadvantaged as an English speaker</p>	<p>Welsh language skills assessments completed on vacant posts to assess i) if Welsh skills are essential to the post or not and ii) to assess the level of skill required. Postholder may not have to be fully fluent. Currently the Council has difficulty to recruiting to Welsh essential posts. Action included in the plan for HR to review recruitment process which will include how they can upskill potential and current employees who do not have Welsh skills required for posts. Events to celebrate Welsh language will be inclusive to ensure a sense of belonging is promoted and Welsh culture is seen as belonging to all of us - not just Welsh speakers.</p>

Equality monitoring

Welsh skills of respondents	
Skill level	%
None	12.5%
Basic	25.78%
Moderate	19.53%
Fluent	42.19%

Age profile of respondents	%
16- 24 years	1.56%
25 - 34 years	11.72%
35 – 44 years	25.78%
45-54 years	30.47%
55 – 64 years	20.31 %
65 -74 years	9.38%

Disabled	%
Disabled	7.2%
Not disabled	88.8%
Prefer not to say	4%

National Identity of respondents	%
British	21.88%
Welsh	66.4%
English	5.47%
Other	3.13%
Prefer not to say	3.13%

Sex	%
Male	23.59%
Female	63.28%
Prefer not to say	3.13%



CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 14 th February 2019
Report Subject	Workforce Information Report – Quarter 3 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 third 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
- Performance Monitoring (Appraisals)
- 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 comment on Workforce Information Report for quarter three 2018/19 to 31 December 2018.
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REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	<p>Headcount and Full Time Equivalent (FTE)</p> <p>The headcount and FTE figures for quarter three show an overall increase of 43 FTE across the Council since April, the majority of which is in Streetscene and Transportation. Non-schools show an increase of 68 FTE, and Schools show an overall decrease of 25 FTE.</p>
1.02	<p>Age Profiling</p> <p>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?</p> <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. <p>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.</p>
1.03	<p>Employee Turnover and Stability (Including Redundancies and Early Retirements)</p> <p>The cumulative turnover percentage for the Council during 2018/19 is 9.55%. This is significantly lower than the comparative figure for last year (20.91%). However the inflated number for 2017/18 was largely due to the transfers of staff to 'Newydd Catering and Cleaning' and 'Aura Leisure and Libraries'.</p>
1.04	<p>Attendance</p> <p>The cumulative FTE days lost for the Council at Q3 for 2018/19 is 7.59. This is a downturn when compared to the same period in 2017/18 which recorded 6.31 FTE days lost. The Q3 figure for both Non-Schools (3.16)</p>

	<p>and Schools (2.56) have seen a downturn when compared to the same period last year. The HR Business Partner team continue to work closely with the relevant Portfolios and Schools to ensure attendance is managed consistently.</p> <p>The majority of sickness absence across the Council for 2018/19 is attributed to Stress, Depression, Anxiety followed by musculoskeletal. This mirrors the national picture, with absence levels recorded at 26% and 24% respectively.</p> <p>Like many employers we are facing a significant challenge in managing people's health at work. We pro-actively raise awareness of mental health issues across the workforce which could be contributing to increased disclosure of mental health issues, and could be viewed positively. We have a range of support and interventions available to our employee's, which is reviewed periodically as part of our commitment to developing a Health and Well-being strategy.</p>
1.05	<p>Performance Monitoring (Appraisals)</p> <p>Between 2014 and 2018, the percentage of employees' who have had a performance appraisal increased year on year, with the exception of 2017. As at 31 December 2017, the information held in iTrent indicated that the percentage of our eligible workforce who had an appraisal was 63% (compared to 67% in December 2016). As at 31 December 2018 this figure was 91% which is a significant improvement. All outstanding appraisals are required to be scheduled for completion by the end of March 2019.</p> <p>The recording and management of performance is an area that requires further focus and as such it remains a key part of the People Strategy Action plan for 2019/20. A mixed picture with services employing larger proportions of employees who work remotely with varying hours of work are experiencing lower completion rates, however, the levels have increased considerably since January 2018.</p>
1.06	<p>Resource Management (Agency Workers)</p> <p>The cumulative agency spend for 2018/19 as at quarter 3 is £1.2m, which significantly within our target of £1.4m. The largest cumulative agency spend is within Streetscene and Transportation at £611,000, which is lower than the same period last year (£635,000). The second largest cumulative spend is within Social Services at £202,000 which is considerably lower than the same period last year (£532,000).</p> <p>Overall, there were 68 active agency placements on 31 December 2018. At the time of running the report 51 placements exceeded the 12 week Agency Worker Regulations threshold.</p>
1.07	<p>Equality and Diversity Workforce Monitoring</p> <p>Workforce diversity monitoring is an important means of demonstrating,</p>

	<p>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>
2.00	RESOURCE IMPLICATIONS
2.01	None arising directly from this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None as the dashboard report appended to this report details existing actual out-turns in the various measures.
4.00	RISK MANAGEMENT
4.01	None arising directly from this report.
5.00	APPENDICES
5.01	Appendix One: Dashboard – Workforce Information Report Q3 2018/19
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<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><u>Headcount and FTE</u></p> <p>This will provide information on the current levels of the Council's workforce.</p> <p><u>Age Profiling</u></p> <p>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></p> <p>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</p>

rates, if applicable.

Attendance

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.

Performance Management (Appraisals)

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

Resource Management

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

Equality and Diversity Workforce Monitoring

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

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CORPORATE DASHBOARD REPORTS

(FLINTSHIRE COUNTY COUNCIL)

2018/19 - QUARTER 3

(OCTOBER - DECEMBER)

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2018/19 DASHBOARD

FLINTSHIRE COUNTY COUNCIL CUMULATIVE TOTALS

TOTAL HEADCOUNT

5,999

TOTAL FTE

4,630

LEAVERS / TURNOVER

569 / 9.55%

AGENCY SPEND 2018/19

£1.2m

TARGET 2018/19 AT Q3

£1.4m

DAYS LOST PER FTE 2018/19

7.59

TARGET 2018/19 AT Q3

6.38

QUARTER 3 2018/19 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

2,833

TOTAL FULL TIME EQUIVALENT

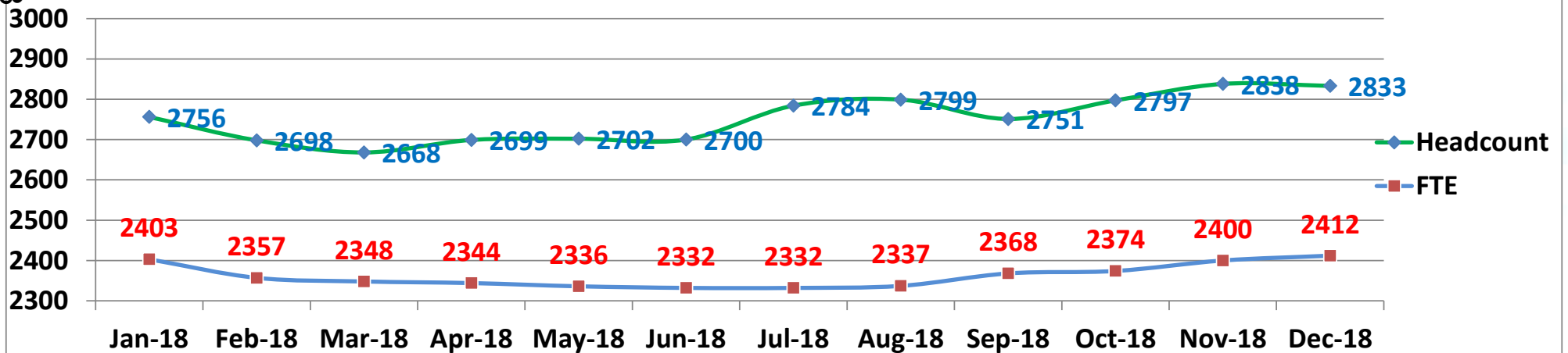
2,412

01/04/2018 **2,699** Increase of **134 person (+4.73%)** 31/12/2018 **2,833**

01/04/2018 **2,344** Increase of **68 FTE (+2.82%)** 31/12/2018 **2,412**

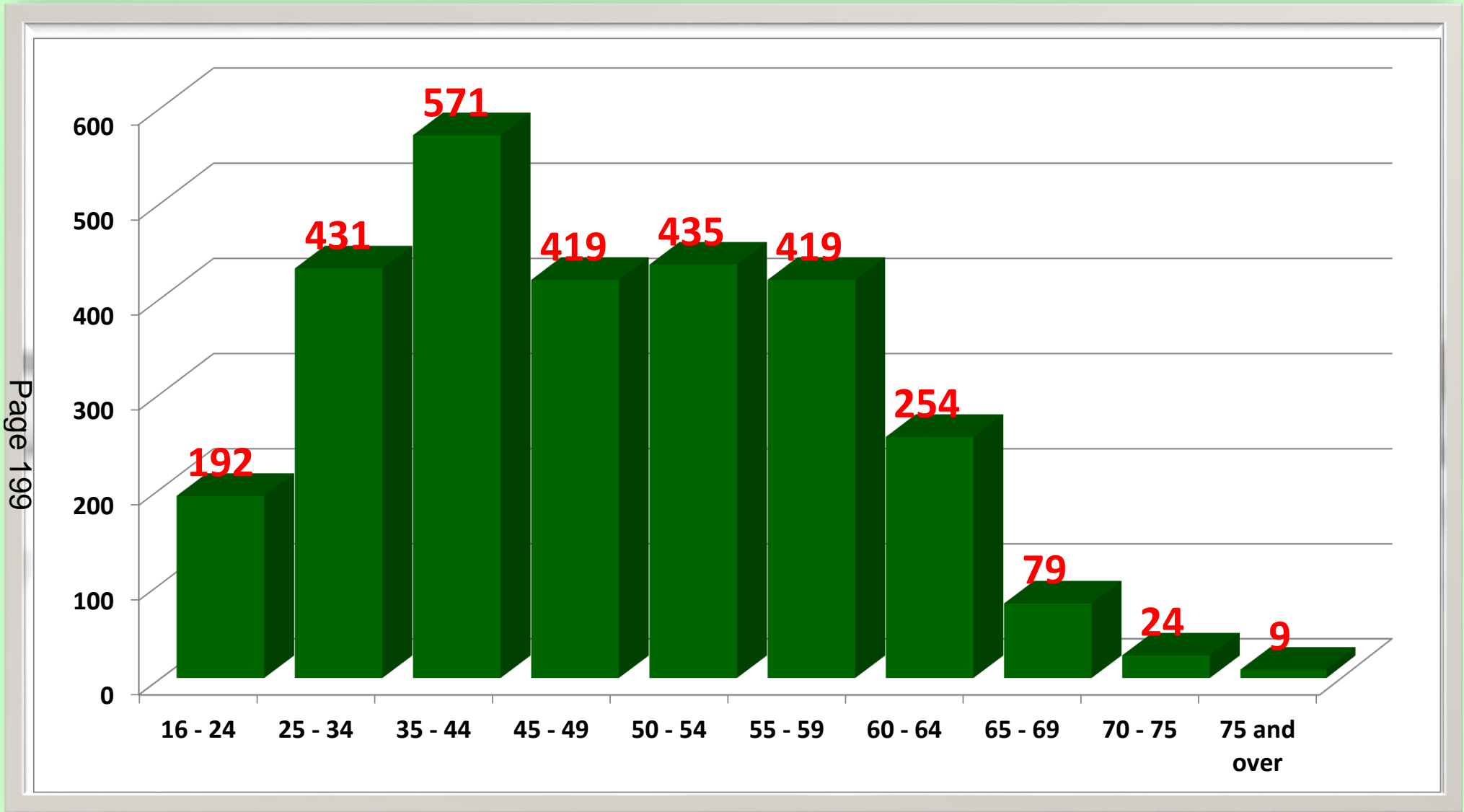
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HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 3 2018/19 DASHBOARD

AGE PROFILE - NON-SCHOOLS



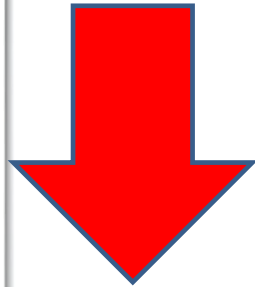
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QUARTER 3 2018/19 DASHBOARD

ATTENDANCE - NON-SCHOOLS

6

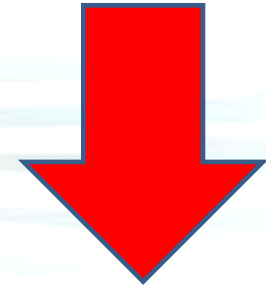
DAYS LOST PER FTE AT 31/12/2018



31/12/2017
2.94

3.16

31/12/2018
3.16



Downturn of 0.22

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TOP 4 REASONS

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

QUARTER 3 2018/19 DASHBOARD

TURNOVER AND STABILITY - NON SCHOOLS

LEAVERS - Q3

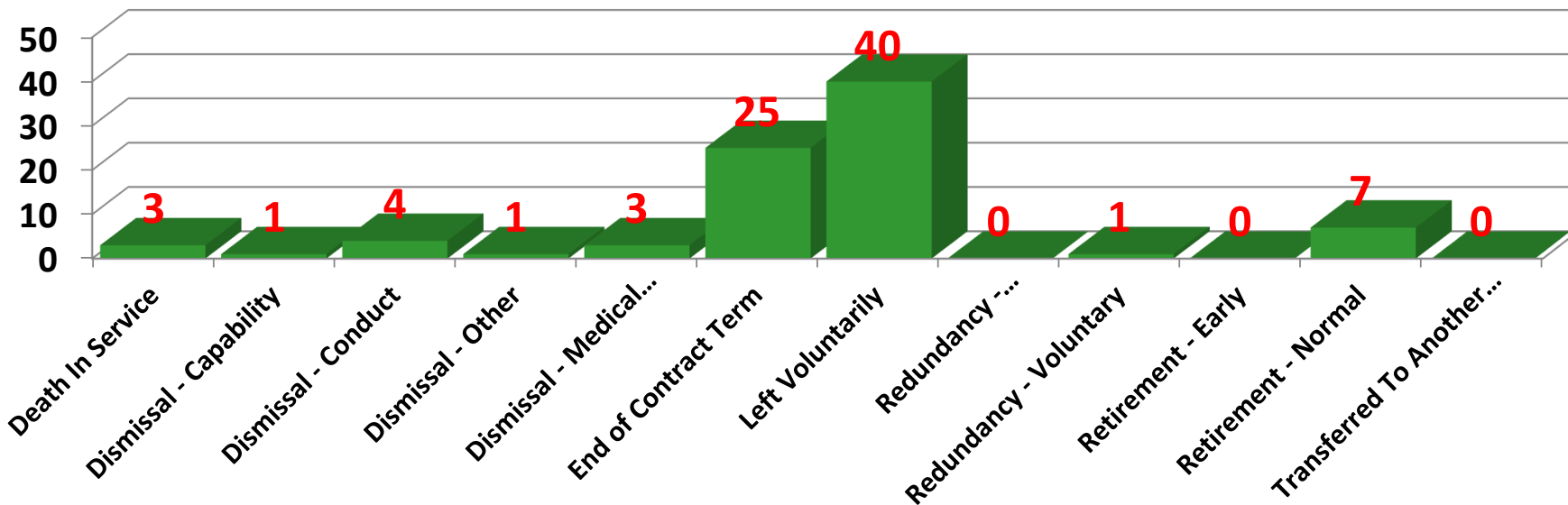
85

LEAVERS - 2018/19

302

LEAVER REASON - Q3

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QUARTER 3 2018/19 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

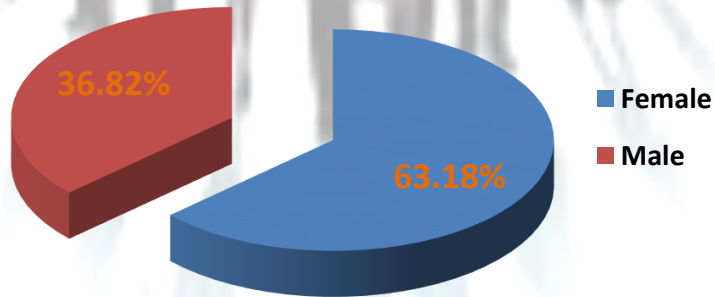
MALE

1,043
(36.82%)

FEMALE

1,790
(63.18%)

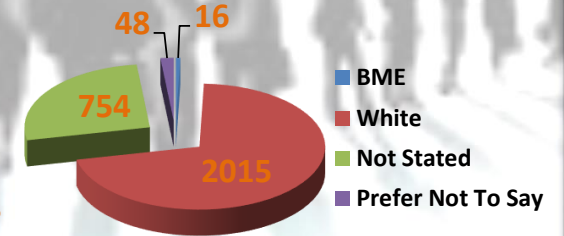
GENDER BREAKDOWN (%)



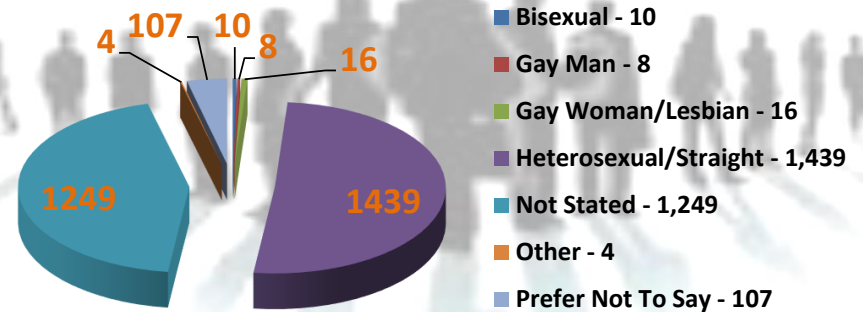
ETHNICITY

BME - 16
 WHITE - 2,015
 PREFER NOT TO SAY - 48
 NOT STATED - 754

ETHNICITY BREAKDOWN



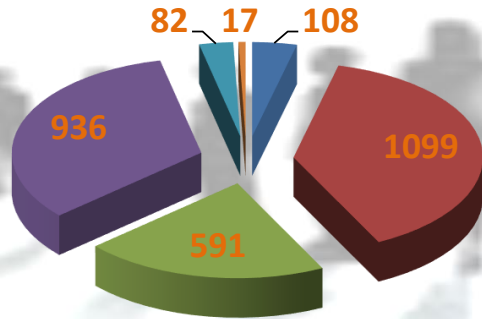
SEXUAL ORIENTATION



QUARTER 3 2018/19 DASHBOARD

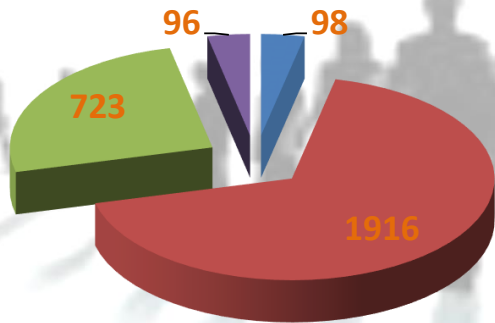
EQUALITY AND DIVERSITY - NON-SCHOOLS

MARITAL STATUS



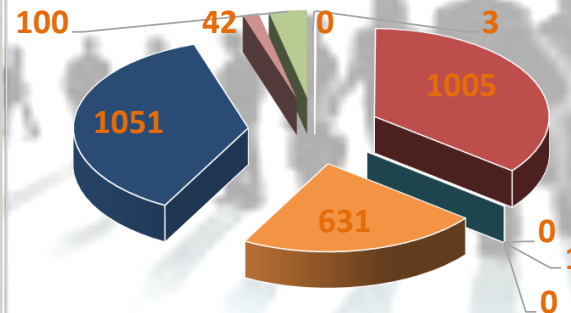
- Divorced / Dissolved Civil Partnership - 108
- Married / Civil Partnership - 1,099
- Not Married or in Civil Partnership - 591
- Not Stated - 936
- Prefer Not To Say - 82
- Widowed / Surviving Civil Partner - 17

DISABILITY



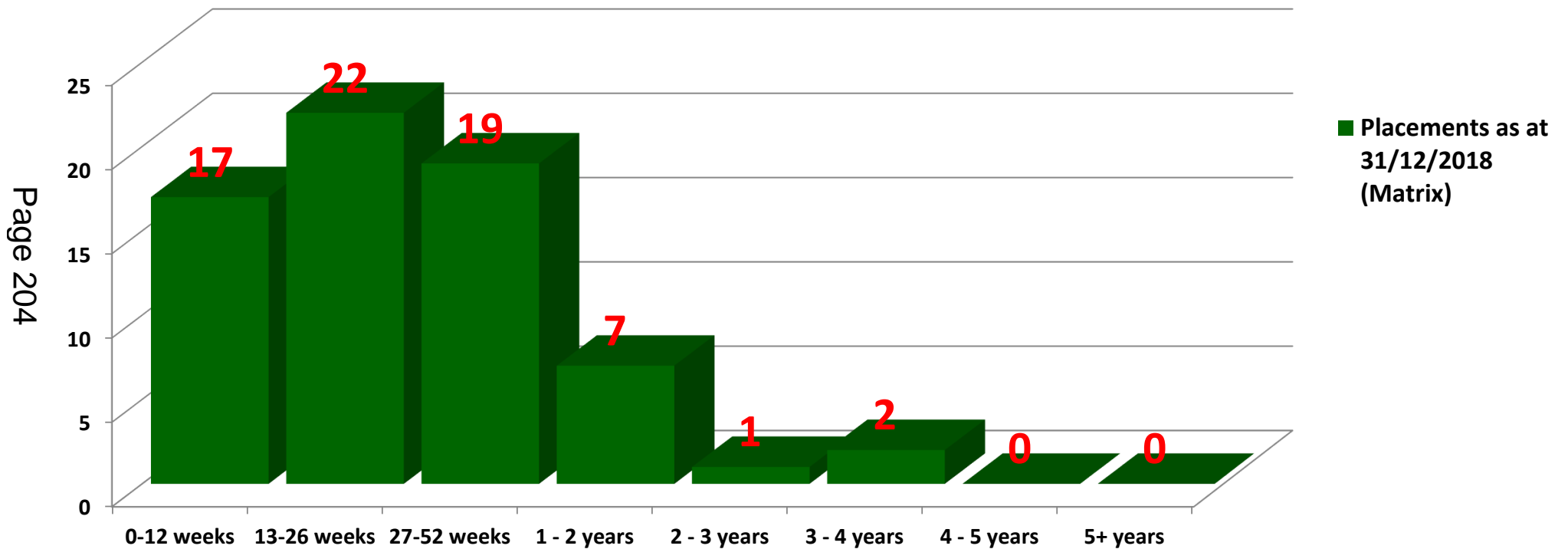
- Yes - 98
- No - 1916
- Not Stated - 723
- Prefer Not To Say - 96

RELIGION OR BELIEF



- Buddhist - 3
- Christian - 1,005
- Hindu - 0
- Jewish - 1
- Muslim - 0
- None - 631
- Not Stated - 1051
- Other - 42
- Prefer Not To Say - 100
- Sikh - 0

Agency Tenure Management Q3



QUARTER 3 2018/19 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,166

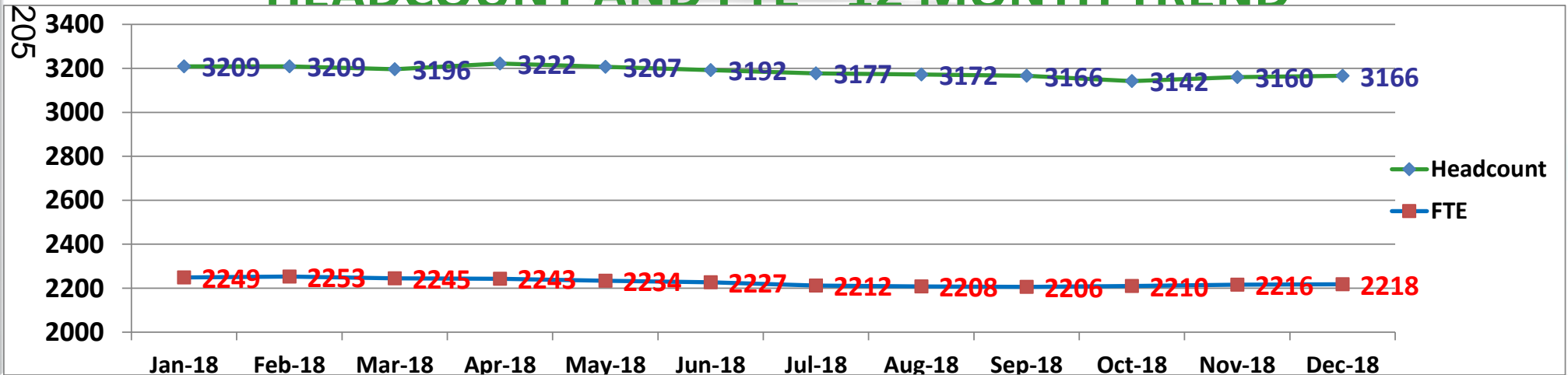
TOTAL FULL TIME EQUIVALENT

2,218

01/04/2018 **3,222** Decrease of 56 people (-1.74%) 31/12/2018 **3,166**

01/04/2018 **2,243** Decrease of 25 FTE (-1.12%) 31/12/2018 **2,218**

HEADCOUNT AND FTE - 12 MONTH TREND

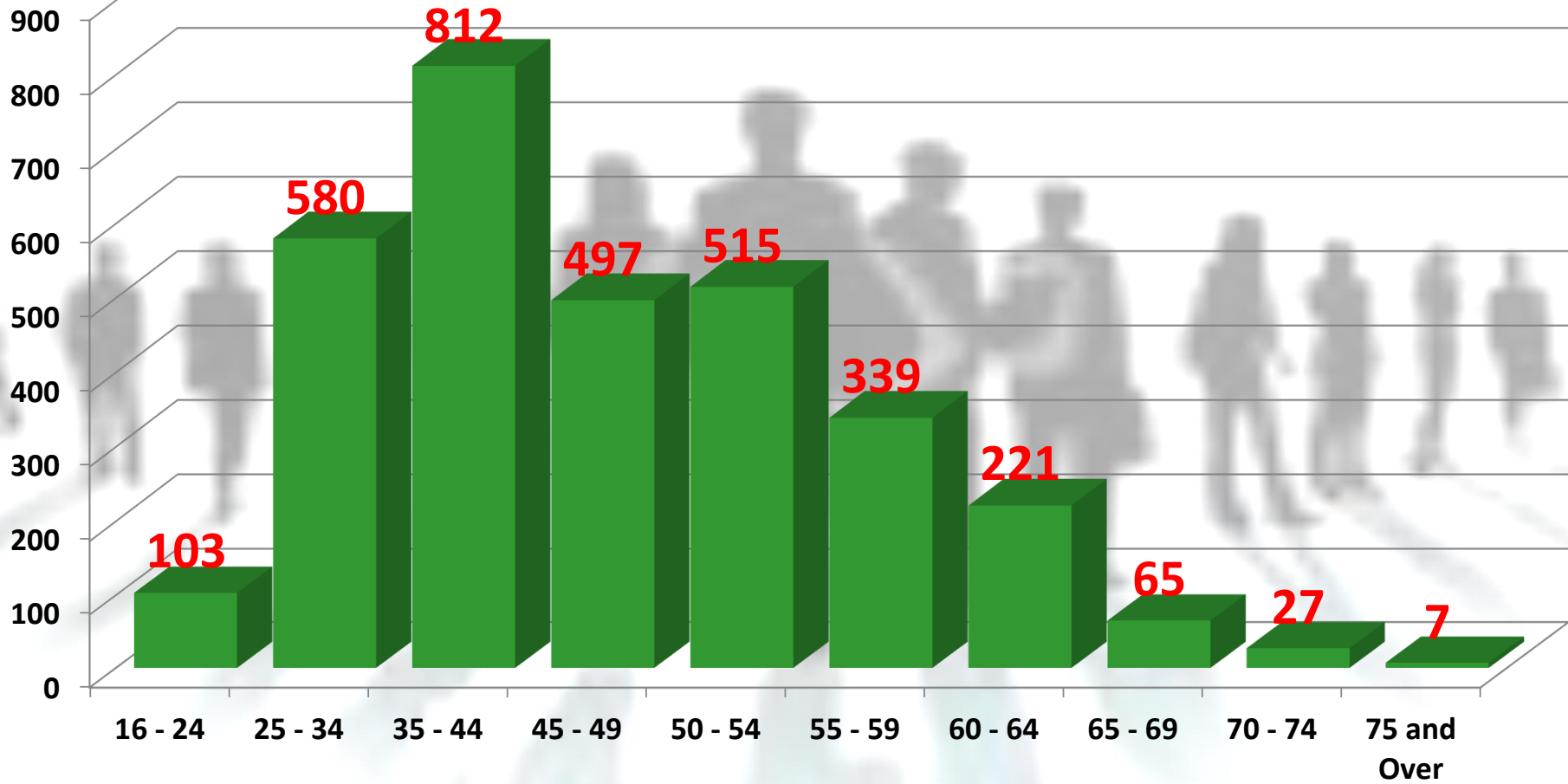


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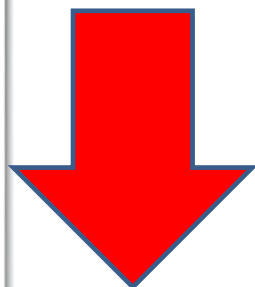
QUARTER 3 2018/19 DASHBOARD

AGE PROFILE - SCHOOLS

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DAYS LOST PER FTE AT 31/12/18



31/12/2017
2.29

2.56

31/12/2018
2.56



Downturn of 0.27

TOP 4 REASONS

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

QUARTER 3 2018/19 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

LEAVERS - Q3

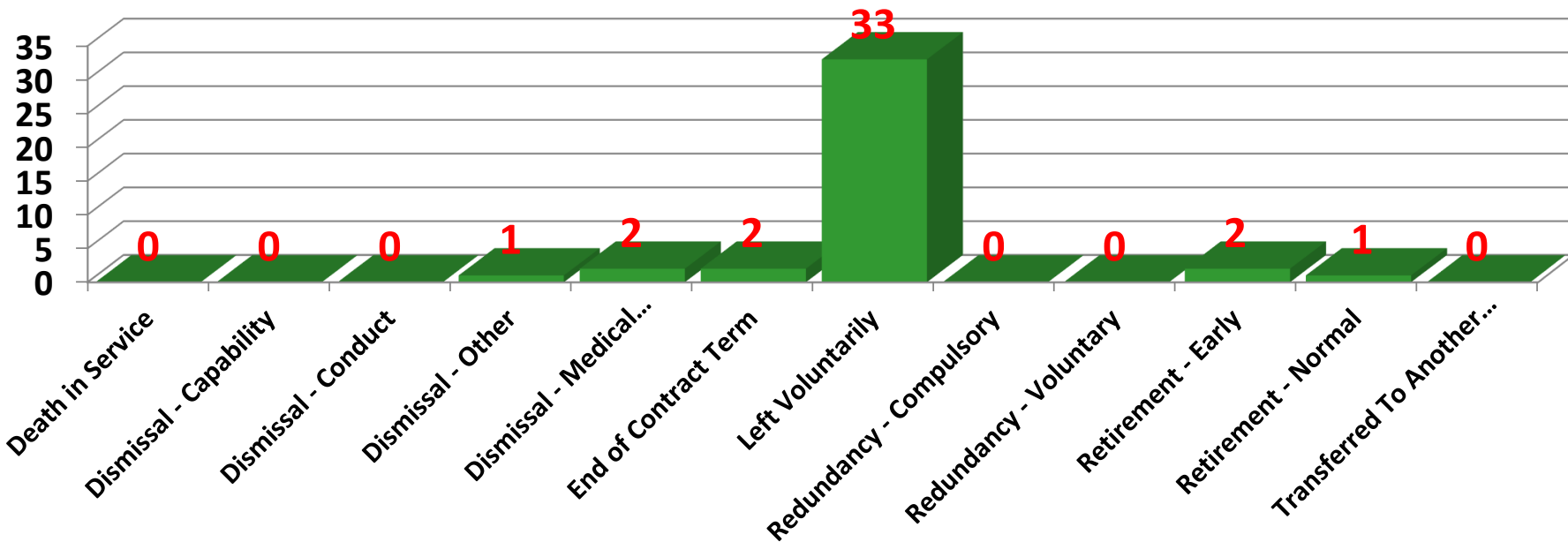
41

LEAVERS - 2018/19

267

LEAVER REASON - Q3

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QUARTER 3 2018/19 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

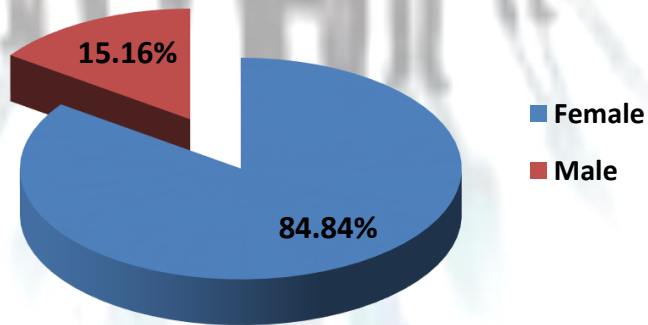
MALE

480
(15.16%)

FEMALE

2,686
(84.84%)

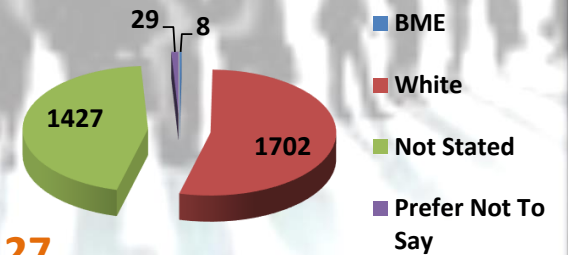
GENDER BREAKDOWN (%)



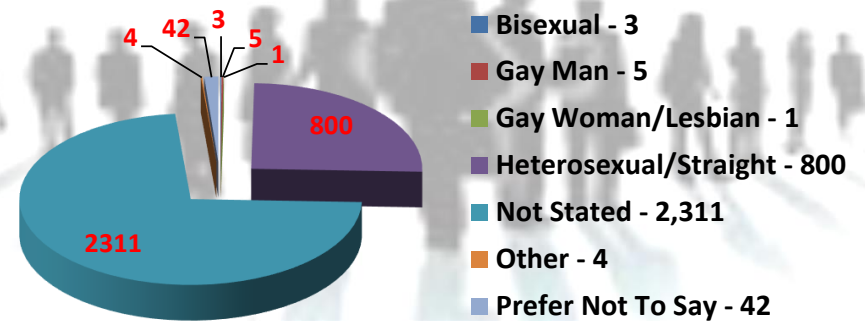
ETHNICITY

BME - 8
WHITE - 1,702
PREFER NOT TO SAY - 29
NOT STATED - 1,427

ETHNICITY BREAKDOWN (%)



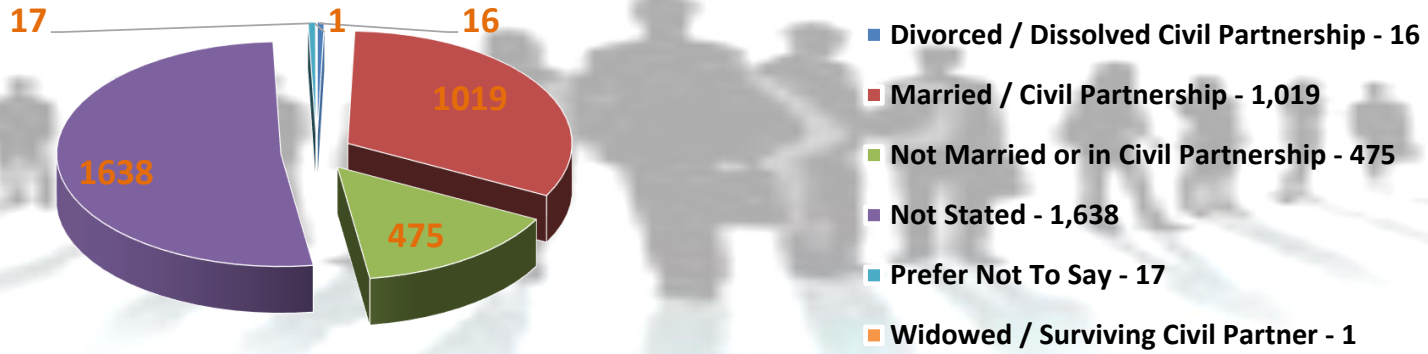
SEXUAL ORIENTATION



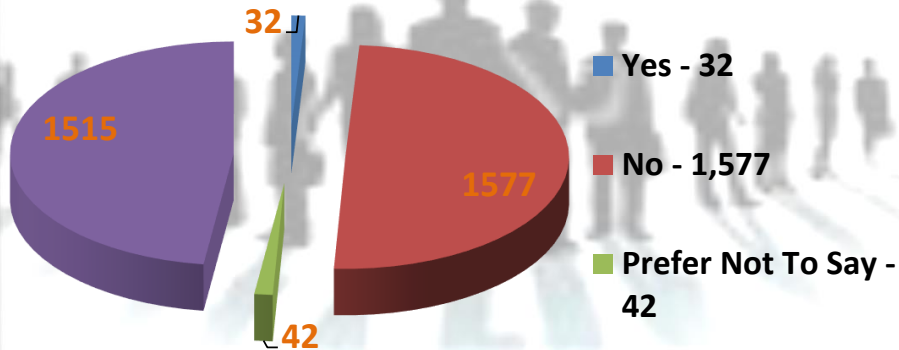
QUARTER 3 2018/19 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

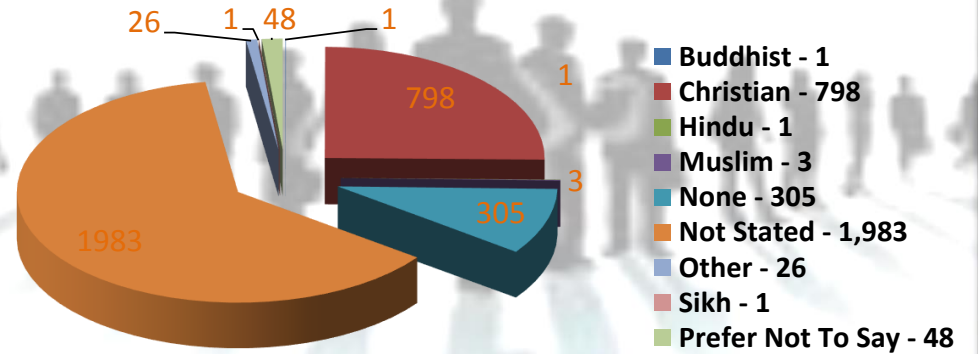
MARITAL STATUS



DISABILITY



RELIGION OR BELIEF





CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday, 14 February 2019
Report Subject	Revenue Budget Monitoring 2018/19 Month 9 and Capital Programme Monitoring Month 9
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2018/19 (Month 9) Report and the Capital Programme 2018/19 (Month 9) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2018/19 (Month 9) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
2	That the committee considers and comments on the Capital Programme 2018/19 (Month 9) report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2018/19 (MONTH 9) AND CAPITAL PROGRAMME 2018/19 (MONTH 9)
1.01	The Revenue Budget Monitoring 2018/19 (Month 9) report will be presented to Cabinet on Tuesday 19 February 2019. A copy of the report is attached as Appendix A to this report.
1.02	The Capital Programme 2018/19 (Month 9) report will be presented to Cabinet on Tuesday 19 February 2019. 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 9) and in Appendix B; Capital Programme 2018/19 (Month 9).
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.
4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2018/19 (Month 9) and in Appendix B; Capital Programme 2018/19 (Month 9).
5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2018/19 (Month 9). Appendix B; Capital Programme 2018/19 (Month 9).
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required. Contact Officer: Sara Dulson, Finance Manager Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk

7.00	GLOSSARY OF TERMS
7.01	<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, 19 th February 2019
Report Subject	Revenue Budget Monitoring 2018/19 (month 9)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2018/19 for the Council Fund and Housing Revenue Account. This report presents the position, based on actual income and expenditure, as at Month 9 of the financial year.

The report projects how the budget would stand at the close of the financial year without any changes to the projected expenditure and income levels.

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

Council Fund

- An operating surplus of £0.233m (£0.026m at Month 9).
- A projected contingency reserve balance as at 31 March 2019 of £7.885m which, when taking into account the agreed contributions for the 2019/20 budget, reduces to £5.985m.

Housing Revenue Account

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

RECOMMENDATIONS

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

1.00	EXPLAINING THE MONTH 9 POSITION																																																																		
1.01	<p>Council Fund Projected Position</p> <p>The projected year end position, without mitigation to reduce cost pressures and improve the yield on efficiency planning, is as follows:</p> <ul style="list-style-type: none"> • An operating surplus of £0.233m • A projected contingency reserve balance as at 31 March 2019 of £7.885m which reduces to £5.985m when taking into account agreed contributions for the 2019/20 budget <p>The projected outturn is not anticipated to significantly change between now and year-end unless there is a change to the activity level of services or there is an impact from any of the identified risks as reported in paragraphs 1.08 to 1.16.</p>																																																																		
1.02	<p>Projected Position by Portfolio</p> <p>The table below shows the projected position by portfolio:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">TOTAL EXPENDITURE AND INCOME</th> <th style="text-align: center;">Revised Budget</th> <th style="text-align: center;">Projected Outturn</th> <th style="text-align: center;">In-Year Over / (Under) spend £m</th> </tr> <tr> <th></th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> <th style="text-align: center;">£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td style="text-align: right;">65.005</td> <td style="text-align: right;">64.431</td> <td style="text-align: right;">(0.573)</td> </tr> <tr> <td>Out of County</td> <td style="text-align: right;">7.274</td> <td style="text-align: right;">9.011</td> <td style="text-align: right;">1.737</td> </tr> <tr> <td>Education & Youth</td> <td style="text-align: right;">8.312</td> <td style="text-align: right;">8.130</td> <td style="text-align: right;">(0.182)</td> </tr> <tr> <td>Schools</td> <td style="text-align: right;">89.776</td> <td style="text-align: right;">89.776</td> <td style="text-align: right;">0.000</td> </tr> <tr> <td>Streetscene & Transportation</td> <td style="text-align: right;">29.684</td> <td style="text-align: right;">31.195</td> <td style="text-align: right;">1.511</td> </tr> <tr> <td>Planning & Environment</td> <td style="text-align: right;">5.641</td> <td style="text-align: right;">5.645</td> <td style="text-align: right;">0.005</td> </tr> <tr> <td>People & Resources</td> <td style="text-align: right;">4.383</td> <td style="text-align: right;">4.359</td> <td style="text-align: right;">(0.024)</td> </tr> <tr> <td>Governance</td> <td style="text-align: right;">8.224</td> <td style="text-align: right;">7.932</td> <td style="text-align: right;">(0.292)</td> </tr> <tr> <td>Strategic Programmes</td> <td style="text-align: right;">4.198</td> <td style="text-align: right;">4.200</td> <td style="text-align: right;">0.001</td> </tr> <tr> <td>Housing & Assets</td> <td style="text-align: right;">14.492</td> <td style="text-align: right;">14.292</td> <td style="text-align: right;">(0.200)</td> </tr> <tr> <td>Chief Executive</td> <td style="text-align: right;">2.990</td> <td style="text-align: right;">2.570</td> <td style="text-align: right;">(0.421)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td style="text-align: right;">24.351</td> <td style="text-align: right;">22.556</td> <td style="text-align: right;">(1.795)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td style="text-align: right;">264.328</td> <td style="text-align: right;">264.096</td> <td style="text-align: right;">(0.233)</td> </tr> </tbody> </table>			TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over / (Under) spend £m		£m	£m	£m	Social Services	65.005	64.431	(0.573)	Out of County	7.274	9.011	1.737	Education & Youth	8.312	8.130	(0.182)	Schools	89.776	89.776	0.000	Streetscene & Transportation	29.684	31.195	1.511	Planning & Environment	5.641	5.645	0.005	People & Resources	4.383	4.359	(0.024)	Governance	8.224	7.932	(0.292)	Strategic Programmes	4.198	4.200	0.001	Housing & Assets	14.492	14.292	(0.200)	Chief Executive	2.990	2.570	(0.421)	Central & Corporate Finance	24.351	22.556	(1.795)					Total	264.328	264.096	(0.233)
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1.03	<p>The projected outturn is reporting an operating surplus of £0.233m. This is a reduction in the projected outturn of £0.207m from the previous month where an operating surplus of £0.026m was reported. The reasons for these changes are summarised in Appendix 1 with the key significant changes explained in paragraphs 1.04 to 1.05 below. The reasons for the projected variances in all Portfolio areas are summarised within Appendix 2.</p>
1.04	<p>Streetscene and Transportation</p> <p>For Special Education Needs Transport there has been an increase of an additional 21 routes for pupils with complex needs requiring solo transport. This has an additional cost of £0.222m. The Integrated Transport Unit (ITU) are continuing to review the additional demands and the impact of aligning as many of these to existing routes and the outcome and impact of this will be further reported in a subsequent Revenue Budget Monitoring report.</p> <p>The announcement of a capital grant for £1m from Welsh Government for road refurbishment was reported in the month 8 monitoring report. This has allowed for road patching work to be funded from this grant instead of the revenue budget. There has therefore been a reduction of £0.075m costs reported within Highways Network.</p>
1.05	<p>Central & Corporate Finance</p> <p>The amount of on off windfall income received this year has increased by £0.084m due to Non Domestic Rate Revaluations. In addition an amount of £0.168m centrally held for nonstandard inflation for energy costs has been identified as not being required due to current energy usage.</p>
1.07	<p>Tracking of In-Year Risks and Emerging Issues</p> <p>At the time of setting the budget for 2018/19 a number of significant risks were identified and an update is provided below.</p>
1.08	<p>Out of County Placements</p> <p>A further risk identified at the time of setting the 2018/19 budget was the rising social care costs, and the upward trend in the number of cases of Out of County placements across Wales. This was partly addressed by the inclusion of an additional £0.500m in the budget proposals for 2018/19 however the volatility in demand and the impacts on service costs cannot be predicted with any certainty. The main influence on this increase is the Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which has increased the financial pressure on this service area.</p> <p>The month 8 report details the projected outturn as £1.717m higher than budget, which is a slight decrease of £0.075m to the amount reported at month 7, however this decrease has occurred due to an allocation of</p>

	£0.311m from the Support Sustainable Social Services grant. Costs can be subject to volatility and are likely to change through the year.
1.09	<p>Achievement of Planned In-Year Efficiencies</p> <p>The 2018/19 budget includes £5.511m of specific efficiencies which are closely tracked and monitored. In 2017/18 the level of efficiency achievement was 94% which was an improvement on the 91% achieved during the previous year. The Council aims to achieve a 95% rate in 2018/19 as reflected in the Medium Term Financial Strategy (MTFS) Key Performance Indicators (KPIs).</p> <p>The current assessment of the efficiencies to be achieved in 2018/19 shows that £5.316m or 96% of the efficiencies will be achieved. The risk remains that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2019/20 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with any impact for 2019/20 being reviewed as part of the ongoing work on the Medium Term Financial Strategy.</p>
1.10	<p>Other Tracked Risks</p> <p>In addition, there are a number of risks being tracked that may be subject to change and these are summarised below:</p>
1.11	<p>Independent Inquiry into Child Sexual Abuse (IICSA)</p> <p>IICSA have required the council to produce a statement on the handling of historic child sexual abuse claims. The statement will need to cover how litigation between 1992 and 2000 was handled. No one remains at the council from that time who has knowledge of the cases. The external solicitors who acted jointly for us and our insurers are being instructed to review their files and supply the information.</p> <p>The initial cost of this work will be a minimum of £0.015m and this could increase significantly if IICSA do not agree to narrow the scope of the statement in the way we have requested.</p> <p>In addition payments have been made during the year to settle historic child abuse cases which pre-date Flintshire. A total of £0.039m has been paid to date in 2018/19, these costs are met from the Contingency Reserve and this amount is reflected in appendix 4. There are a number of outstanding cases still to be settled and it is difficult to estimate the timing and full financial impact of these.</p>
1.12	<p>Income</p> <p>The Council introduced its Income Strategy in late 2017. A target of £0.200m remains to be achieved from the identification of new sources of income and the review of fees and charges. The Council now has additional capacity to pursue this strategy and a number of potential opportunities will be considered as part of business planning and annual review, as well as one off opportunities to mitigate this in-year.</p>

1.13	<p>Recycling Income</p> <p>In past years the market rate for income received from recycling plastic, paper and card has been extremely volatile and can fluctuate rapidly. Recycling income is already expected to be £0.185m less than budgeted for and there is a risk that fluctuating market rates may reduce the shortfall further.</p>
1.14	<p>Schools – Risks and Impacts</p> <p>The schools overall budget for 2018/19 included an uplift in recurring funding of £1.140m and additional one-off funding of £0.460m. At the time of setting the budget the outcome of pay awards for teacher and non-teacher staff was not known.</p> <p>The outcome of the these pay awards will have a significant impact on school budgets which are detailed below:</p>
1.15	<p><u>Teachers Pay</u></p> <p>The Final Settlement confirmed that additional funding will be allocated to Authorities to part fund the pay award in 2018/19. An announcement by the First Minister also advised of an all Wales amount of £7.5m for teacher pay in both 2018/19 and 2019/20. Flintshire have now received confirmation of the 2018/19 funding contribution for an amount of £0.784m, which will be passported in full to schools once it has been received.</p>
1.16	<p>In planning for the 2019/20 budget the Final Settlement does not change the previous position which allows the Council to provide a 1% uplift in the base funding of schools, meaning that schools will need to share the impact of the costs.</p>
1.17	<p>Other In-Year Issues</p> <p>Inflation</p> <p>Included within the 2018/19 budget are provision for pay (£0.937m), food (£0.124m), fuel (£0.069m) and Energy (£0.442m). As in previous years, these amounts are held centrally until there is an evidenced business need identified.</p>
1.18	<p>An allocation of £0.075m for Energy has been transferred to the Street Lighting service to reflect the additional cost impact.</p>
1.19	<p>At this time it is anticipated that all of the above will be required apart from £0.110m food inflation and £0.168m energy inflation this is reflected in the outturn figure. This area will be kept under review over the winter to assess the impact of energy costs on the outturn position which may change as charges from energy suppliers are received.</p>
1.20	<p>Reserves and Balances</p>

	Un-earmarked Reserves																																																								
	<p>The 2017/18 outturn reported to Cabinet in July showed un-earmarked reserves at 31 March 2018 (above the base level of £5.769m) of £7.928m.</p> <p>As agreed in the 2018/19 budget an amount of £1.945m was approved as part of the strategy to balance the budget and in addition County Council on 1 March approved a one off amount of £0.460m for schools, on a temporary basis. The available Contingency Reserve after taking account of these contributions is therefore £5.523m.</p>																																																								
1.21	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.																																																								
1.22	Taking into account the current projected overspend at this stage, and previously agreed allocations, the balance on the Contingency Reserve at 31 March 2019 is projected to be £7.885m as detailed in appendix 4.																																																								
1.23	As part of the budget strategy work for 2019/20 an agreed contribution from the Contingency Reserve of £1.900m will be used to assist in closing the budget gap on a one off basis. After considering this impact, the total available balance of the Contingency Reserve which can be drawn upon is £5.985m.																																																								
1.24	Earmarked Reserves																																																								
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	Customer Service Strategy	0.103	0.103
	Capita One	0.019	0.000
	Supervision Fees	0.049	0.049
	Transportation Review	0.170	0.000
	LMS Curriculum	0.779	0.097
	Organisational Change/ADM	0.155	0.000
	Emergency Remediation	0.050	0.048
	Solar Farms	0.000	0.221
	Grants & Contributions	2.924	1.618
	Total	14.046	7.829
1.26	Following a request by Council on 29 January a further detailed risk assessment of earmarked reserves is being undertaken as part of the consideration of the 2019/20 budget.		
1.27	Housing Revenue Account The 2017/18 Outturn Report to Cabinet on 17 July 2018 showed an un-earmarked closing balance at the end of 2017/18 of £1.116m and a closing balance of earmarked reserves of £0.802m.		
1.28	The 2018/19 budget for the HRA is £34.381m which includes a budgeted movement of £0.018m from reserves. The projected outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m which at 3.4% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.		
1.29	There is an increase of £0.081m in the budget contribution towards capital expenditure (CERA) of £12.170m. The increase in this contribution decreases the level of borrowing required to fund the proposed capital programme.		

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	There are three categories of risks covered in the main section of the report. These are in-year risks and emerging issues, achievement of planned in-

	year efficiencies and other tracked risks. These risks are included from paragraph 1.08 to 1.16.
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5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 8 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

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

7.00	GLOSSARY OF TERMS
7.01	<p>Budget: a statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.</p> <p>Council Fund: the fund to which all the Council's revenue expenditure is charged.</p> <p>Financial Year: the period of twelve months commencing on 1 April.</p> <p>Housing Revenue Account: the Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.</p> <p>Projected Outturn: projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.</p> <p>Reserves: these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.</p> <p>Revenue: a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges</p>

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 9 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	-0.056	Reduction in overspend on Residential and Nursing Care £0.084m offset by transfer of vacancy savings from Intake / First Contact £0.026m to vacancy management account and other minor variances of £0.002m.
Resources & Regulated Services	0.045	Underspend on Residential Care premises costs transferred to Housing and Assets £0.024m and increased demand for Home Care £0.018m plus other minor movements of £0.003m.
Minor Variances	-0.002	
Disability Services		
Resources & Regulated Services	0.025	Increased domiciliary care costs in PDSI.
Disability Services	-0.048	Reduced college costs in Transition to Adulthood.
Minor Variances	0.013	
Mental Health Services		
Minor Variances	-0.006	
Children's Services		
Minor Variances	0.034	
Development & Resources		
Vacancy Management	-0.067	Short term vacancy savings transferred from across portfolio.
Minor Variances	-0.010	
Total Social Services (excl Out of County)	-0.073	
Out of County		
Children's Services	0.013	Minor variances only.
Education & Youth	0.008	Minor variances only.
Total Out of County	0.021	
Education & Youth		
Inclusion & Progression	-0.004	Minor movements in variance from across service area.
Integrated Youth Provision	-0.002	Minor movements in variance from across service area.
School Improvement Systems	-0.024	Minor movements in variance from across service area.
Business Change & Support	-0.003	Minor movements in variance from across service area.
School Planning & Provision	-0.002	Minor movements in variance from across service area.
Total Education & Youth	-0.035	
Schools	0.000	
Streetscene & Transportation		
Highways Network	-0.075	Transfer of additional road repairs to WG Grant Funding for Road Refurbishment works.
Transportation & Logistics	0.263	Further pressure as a result of the provision of additional school transport for pupils to Connahs Quay, Buckley Elfed and Mold Campus totalling £0.037m. For Special Education Needs, there is a further increase of 21 routes for pupils with complex needs requiring solo transport totalling £0.222m.
Other Minor Variances	0.033	
Total Streetscene & Transportation	0.221	

Planning, Environment & Economy		
Minor Variances	0.013	
Total Planning & Environment	0.013	
People & Resources		
HR & OD	0.002	Minor variances.
Corporate Finance	-0.012	Minor variances.
Total People & Resources	-0.010	
Governance		
Legal Services	-0.006	Minor variances.
Democratic Services	-0.018	Minor variances.
Internal Audit	-0.000	Minor variances.
Procurement	0.000	Minor variances.
ICT	0.050	Costs of training identified for the ICT workforce £0.025m. Laptop replacements to accommodate Windows 10, £0.030m. Net minor variances £0.05m.
Customer Services	0.000	Minor variances.
Revenues	0.061	Reduced surplus on Council Tax Collection Fund £0.075m. Minor variances (£0.014m).
Total Governance	0.087	
Strategic Programmes		
Minor Variances	0.002	
Total Strategic Programmes	0.002	
Housing & Assets		
Administrative Buildings	-0.093	Reduction in outturn as a consequence of centralising utility and NDR budgets.
Property Holdings	0.040	Shortfall in budget as a consequence of centralising utility budgets and NDR.
Centralised Costs	0.044	Shortfall in budget as a consequence of centralising utility budgets and NDR.
Housing Solutions	-0.041	Reduction in projected spend for Homeless Accommodation £0.041m.
Minor Variances	-0.041	
Total Housing & Assets	-0.091	
Chief Executive's	-0.094	£0.053m due to in-year vacancies which are now not likely to be filled until next financial year. £0.022m reduction in supplies and services commitments. £0.010m management recharge from Regional Emergency Planning. £0.009m minor variances.
Central and Corporate Finance	-0.249	Increased Windfall Income £0.084m relating to Non Domestic Rate Revaluations. Centrally held Non Standard inflation £0.168, identified as not required this financial year, these budgets are all currently being centralised. Minor variances £0.003m.
Grand Total	-0.207	

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People						
Localities	16.971	16.841	-0.130	-0.074	Residential and Nursing Care reflects a projected overspend of £0.242m due to increased numbers of funded placements following the increase in the capital limit to £40,000. Domiciliary Care reflects a projected underspend of £0.180m based on existing service users, however there are challenges due to capacity of external supply markets which are currently having to be met within Provider Services. Other underspends include a projected underspend of £0.034m on day care due to reduced demand, £0.020m on Intake/First Contact due to vacancy savings and £0.017m on Minor Adaptations. Locality Teams staffing reflects a projected underspend of £0.107m due mainly to some posts being filled at below the top of grade. Minor variances account for a £0.015m underspend.	Continue to monitor and review.
Community Equipment Contribution	0.478	0.329	-0.150	-0.150	Following review and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have reduced. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	Continue to monitor and review.
Resources & Regulated Services	6.582	6.422	-0.160	-0.204	The main influence on the net projected underspend of £0.160m is extra care schemes where there is a projected underspend of £0.412m due mostly to the delay to the opening of the new Llys Raddington, Flint extra care facility and additional grant income. This is offset by a projected overspend of £0.152m on Home Care due to the need to cover capacity gaps in purchased Domiciliary Care. There are also other minor overspends amounting to a total of £0.100m in Residential Care and Day Centres.	Continue to monitor and review.
Minor Variances	0.895	0.850	-0.045	-0.043		
Disability Services						
Resources & Regulated Services	23.180	23.330	0.150	0.125	The projected overspend of £0.150m is mainly due to demand influences within externally provided Supported Living	Continue to monitor and review.
Disability Services	0.533	0.397	-0.135	-0.087	The projected underspend is mainly due to increased levels of contributions from Betsi Cadwaladr University Health Board (BCUHB) for two service users.	Continue to monitor and review.
Minor Variances	0.985	0.944	-0.041	-0.054		
Mental Health Services						
Residential Placements	1.184	1.444	0.260	0.261	Ongoing pressure due to the numbers of long term residential placements, including four new placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB. The overspend is offset by £0.150m additional WG grant income.	Continue to monitor and review
Minor Variances	2.596	2.540	-0.055	-0.050		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Children's Services						
Family Placement	2.564	2.662	0.098	0.090	The projected overspend is due to the number of children in care. There has been an increase in the number of children who are subject to Foster Care/Special Guardianship/Adoption who have moved through the age barriers. Other influences include new adoption and Special Guardianship Order (SGO) payments and new Foster Carers entering the system, foster carers progressing from Level 1, 2, 3 and 4. Travel costs and Christmas and birthday allowances. These costs are offset by £0.150m additional WG grant income.	Continue to monitor and review
Family Support	0.364	0.467	0.103	0.099	Staff costs are higher than budget and some of these costs are associated with the carrying out of statutory duties to support looked after children in external placements. We have many strategies to resolve this in the longer term but in the short term we need to fulfil our duties to oversee the care of our younger people.	Continue to monitor and review
Legal & Third Party	0.178	0.230	0.052	0.043	Additional numbers of court cases resulting in increased court costs	Continue to monitor and review
Professional Support	5.023	5.103	0.080	0.077	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues which has been partly mitigated by an allocation of £0.100m from the contingency reserve.	Continue to monitor and review
Minor Variances	1.098	1.087	-0.011	-0.021		
Development & Resources						
Business Systems & Financial Assessments	0.763	0.770	0.007	0.029		
Charging Policy income	-2.469	-2.605	-0.136	-0.149	The projected underspend is due to surplus income which is mainly caused by changes to disregard rules on financial assessments which came into effect from August 2016. The additional budget which arises from this surplus is earmarked for future use in funding some of the revenue costs for the new Holywell extra care facility.	Continue to monitor and review.
Business Support Service	1.196	1.049	-0.147	-0.129	The projected underspend of £0.147m is due to a number of short term vacancy savings and some posts currently occupied by staff who are below top of grade.	Continue to monitor and review
Finance /Deputyship	-0.011	0.010	0.022	0.022		
Safeguarding Unit	0.925	0.881	-0.044	-0.062		
Good Health	0.778	0.767	-0.012	-0.012		
Commissioning	0.631	0.581	-0.050	-0.052	The projected underspend is mainly due to funding of a post from a grant in the short term, plus some reductions of hours following staff returning from maternity leave.	Continue to monitor and review.
Management & Support	0.262	0.270	0.007	0.009		
Training	0.125	0.154	0.029	0.030		
Vacancy Management	0.173	-0.090	-0.263	-0.196	Short term vacancy savings transferred from across portfolio.	
Minor Variances	3.016	2.761	0.009	0.016		
Total Social Services (excl Out of County)	65.005	64.431	-0.573	-0.500		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Out of County						
Children's Services	4.191	5.187	0.996	0.983	There is a projected overspend of £1.294m in Social Services Children's Services which is based on current clients and packages and which is likely to be subject to variation during the year. These costs are offset by £0.311m from additional WG grant income.	
Education & Youth	3.083	3.824	0.741	0.733	Variance relates to Out of County placements. A substantial increase in the number of new educational placements for 2018/19.	Continue close monitoring arrangements.
Total Out of County	7.274	9.011	1.737	1.717		
Education & Youth						
Inclusion & Progression	3.817	3.766	-0.051	-0.047	Variance largely relates to delays in recruitment, includes other minor variances from across service area.	
Integrated Youth Provision	1.270	1.253	-0.018	-0.016	Minor variances from across service area.	
School Improvement Systems	1.775	1.672	-0.102	-0.079	Variance largely relates to Early Entitlement, a reduction in maintained and non-maintained setting payments as a result of demography and a reduction of the number of settings requiring funding. Includes hourly reductions in established staff. Includes other minor variances from across service area.	
Business Change & Support	0.414	0.405	-0.010	-0.007	Minor variances from across service area.	
School Planning & Provision	0.745	0.743	-0.002	-0.000	Minor variances from across service area.	
Archives	0.290	0.290	0.000	0.001	Minor variances from across service area.	
Minor Variances	0.000	0.000	0.000	0.000		
Total Education & Youth	8.312	8.130	-0.182	-0.148		
Schools	89.776	89.776	0.000	-0.000		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Ancillary Services & Performance	3.697	3.868	0.171	0.150	<p>Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate until October, 2018 totalling £0.050m.</p> <p>Shortfall in Recycling Income due to falling plastic, card and paper recycling prices resulting from external market factors £0.185m.</p> <p>Additional income of £0.100m above the original projections following the rollout of brown bin charges.</p> <p>Minor Variances £0.036m</p>	
Highways Network	7.950	8.302	0.352	0.426	<p>Additional in year cost of known Vehicle Insurance Premiums totalling £0.060m.</p> <p>Following increased car park charges from May, 2018, together with charges in Flint being implemented for the first time, initial forecasts have indicated lower than anticipated income levels compared to original projections. In addition, officers have recently been appointed to meet the necessary demands of parking enforcement requirements across the County. The overall variance totals £0.260m.</p> <p>WG Road Refurbishment Grant Funding has been confirmed and this will assist in funding £0.075m of the urgent road patching repairs that has been previously reported.</p> <p>Minor variances of less than £0.025m but totalling £0.032m across the service.</p>	
Transportation & Logistics	9.265	10.099	0.834	0.571	<p>Additional pressure as a result of the provision of additional transport for pupils from John Summers to Connahs Quay, Buckley and Mold campuses £0.133m.</p> <p>Community Travel pilot schemes of £0.047m commencing January, 2019.</p> <p>Increased transport provision to Social Services £0.074m.</p> <p>Extra School Buses required due to schools being oversubscribed from September 2018. There is an increase of 95 pupils qualifying for transport resulting in additional pressure of £0.150m.</p> <p>For Special Educational Needs there is an increase of 41 (20 reported at Month 8) single occupancy transport routes for pupils with complex needs totalling £0.400m from September, 2018.</p>	
Workforce	8.542	8.664	0.123	0.119	<p>Increased Agency and Overtime costs as a consequence of current sickness levels (9%) of the workforce operatives</p>	
Other Minor Variances	0.230	0.262	0.032	0.023		
Total Streetscene & Transportation	29.684	31.195	1.511	1.290		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning, Environment & Economy						
Business	1.550	1.526	-0.024	-0.032	Minor Variances across the service	
Community	0.940	0.957	0.017	0.016	Full cost recovery income targets have not been achieved in recent years and are unlikely to be achieved in 2018/19. The Pest Control Service is a customer demand led service with competition from external commercial organisations	Monitor Fee Income levels. Service currently under review.
Development	0.060	-0.079	-0.139	-0.149	Higher than expected levels of Planning Fee Income received in the first half of the financial. The projection is dependant on the number and value of the applications received, resulting in a changeable outturn to ensure an accurate reflection. An award of Legal Fees from a Planning Appeal in FCCs favour.	Continue to monitor Planning Fee Income levels and adjust projections accordingly.
Access	1.328	1.359	0.031	0.032	Minor variances across the service	
Shared Services	0.134	0.134	0.000	-0.000	Minor variances across the service	
Regeneration	0.435	0.493	0.058	0.062	Energy Efficiency framework moved to be accounted for in correct Portfolio £0.050m. Other minor variances £0.008m	Continue to monitor and review.
Management & Strategy	1.195	1.255	0.060	0.063	Staffing related Business Planning Efficiencies yet to be achieved pending all Service Review outcomes within the Portfolio.	Vacancy savings across the Portfolio can assist in mitigating the unachieved efficiencies in the short term. Continue to monitor and review
Total Planning & Environment	5.641	5.645	0.005	-0.008		
People & Resources						
HR & OD	2.413	2.409	-0.003	-0.005	Minor variances.	
Corporate Finance	1.970	1.949	-0.020	-0.009	Minor variances.	
Governance						
Legal Services	0.706	0.738	0.032	0.037	Minor variances.	
Democratic Services	2.019	2.005	-0.015	0.003	Minor variances.	
Internal Audit	0.454	0.423	-0.032	-0.031	Minor variances.	
Procurement	0.320	0.331	0.010	0.010	Minor variances.	
ICT	4.561	4.555	-0.006	-0.056	Minor variances.	
Customer Services	0.372	0.409	0.037	0.037	Additional registration services income estimated to be in the region of (£0.017m). In year salary saving of Connects Manager post (£0.024m). Prior year efficiency in respect of Contact Centres unlikely to be achieved in 2018/19 £0.100m. Other minor variances (£0.022m).	Continue to monitor and review.
Revenues	-0.209	-0.527	-0.319	-0.379	Anticipated surplus on the Council Tax Collection Fund (£0.140m). Additional Council Tax windfall following the conclusion of the Single Persons Discount Review (£0.025m). Vacancy savings of (£0.130m). Other minor variances (£0.024m).	Continue to review on a monthly basis and report on any significant variances or movements.
Total Governance	8.224	7.932	-0.292	-0.380		
Strategic Programmes						
Minor Variances	4.198	4.200	0.001	-0.001		
Total Strategic Programmes	4.198	4.200	0.001	-0.001		

Budget Monitoring Report
Council Fund Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing & Assets						
Administrative Buildings	0.255	0.309	0.053	0.146	Projected overspend due to delays to the demolition works at County Hall £0.053m.	
CPM & Design Services	0.611	0.509	-0.102	-0.090	£0.102m additional design income estimated above budget.	
Benefits	10.669	10.587	-0.083	-0.077	Projected underspend on the Council Tax Reduction Scheme (CTRS) £0.080m. Vacancy savings of £0.064m. Additional cost of IT related expenditure such as software, external printing and postage £0.096m. Additional New Burdens Funding £0.069m. Other minor variances from across the service £0.034m.	Continue to review and report on significant variances on a monthly basis.
Housing Solutions	1.083	0.987	-0.096	-0.055	Homeless Accommodation underspend £0.088m. Salary savings as a result of grant maximisation £0.071m. Unachieved efficiency in respect of Senior Management restructure £0.035m. Other minor variances £0.028m.	Continue to review and report on significant variances on a monthly basis.
Minor Variances	1.873	1.901	0.027	-0.032		
Total Housing & Assets	14.492	14.292	-0.200	-0.108		
Chief Executive's	2.990	2.570	-0.421	-0.327	£0.350m due to workforce efficiencies which are mostly from vacancies arising during the year. The remaining balance is due to smaller variances such as marketing and promotion £0.029m, printing savings £0.020m and other minor variances.	
Central and Corporate Finance	24.351	22.556	-1.795	-1.546	Increased Coroners Costs £0.072m. Increased Windfall Income £0.195m relating to Non Domestic Rate Revaluations. Pension Deficit recovery, an underspend of £1,045m, this is due to an increase in contributions, while the repayment figure has remained static. Apprentice Tax Levy, underspend of £0.065m. Auto Enrolment, numbers are less than estimated, which gives a favourable variance of £0.400m. Increased Bank charges £0.027m. Inflationary underspend of £0.422m of which £0.144m has been identified to contribute towards the 2019/20 budget. An underachievement on the income target of £0.229m. Minor variances £0.004m	Continue to review all variances alongside the continuing work on the MTFS.
Grand Total	264.328	264.096	-0.233	-0.026		

2018/19 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2018/19 £m	2018/19 £m	Achievement 2018/19 £m
Central & Corporate Finance			
Theatre C/wyd tax relief	0.075	0.075	0.000
County Hall (NDR Element)	0.060	0.060	0.000
Audit fee reduction	0.127	0.127	0.000
Total Central & Corporate Finance	0.262	0.262	0.000
Governance			
Records management; Reduce records in storage.	0.010	0.010	0.000
ICT - Digital Print	0.048	0.048	0.000
Customer Services; New customer service models	0.050	0.050	0.000
Flintshire Connects; More flexible service in conjunction with potential income	0.056	0.056	0.000
Registration; Chargeable declaration of births	0.012	0.012	0.000
Revenues; Increase in collection rates enables adjustment to bad debt provision (one off).	0.094	0.094	0.000
Revenues; Second year windfall for single person discount review (one off)	0.140	0.140	0.000
Single Person Discount additional efficiency	0.160	0.185	0.025
Total Governance	0.570	0.595	0.025
Social Services			
Disability Service; Review current contract with external agency to deliver	0.030	0.030	0.000
Disability Service; Reduction of posts.	0.110	0.110	0.000
Workforce Development; Additional Income from QCF assessors through	0.030	0.030	0.000
Business Support and Management; Rationalisation of rented	0.015	0.015	0.000
Increase in domiciliary care charging.	0.220	0.220	0.000
Integrated Care Fund	0.500	0.500	0.000
Care Fees	0.514	0.514	0.000
Merger of Out of Hours Service	0.020	0.020	0.000
Total Social Services	1.484	1.484	0.000
Education & Youth			
Early Entitlement; Reduce sustainability grant payments and remodel	0.020	0.020	0.000
Business Support; Staff reduction	0.010	0.010	0.000
Nursery Education; Staff reductions	0.040	0.040	0.000
Total Education & Youth	0.070	0.070	0.000
Schools			
Schools Demography	0.288	0.288	0.000
Total Schools	0.288	0.288	0.000
Strategic Programmes			
Leisure, Libraries and Heritage; Continuation of previous years' business plan	0.416	0.416	0.000
Total Strategic Programmes	0.416	0.416	0.000
Housing & Assets			
Valuation Service; Property rationalisation through closure and amalgamation of services into other more efficient assets.	0.050	0.050	0.000
Valuation Service; Increase farm income through renewal of grazing licences.	0.021	0.021	0.000
Valuation Service; Community Asset Transfer process, efficiencies through reduced costs.	0.010	0.010	0.000
Valuation Service; Restructure of service as part of move to a commissioning client.	0.020	0.020	0.000
Valuation Service; Remove caretaking/security services at County Offices, Flint.	0.015	0.015	0.000
Corporate Property Maintenance; Restructure of service as part of move to a commissioning client.	0.080	0.080	0.000
Design and Project Management Services; Restructure of service as part of move to a commissioning client.	0.040	0.040	0.000
NEWydd Catering and Cleaning Services; Continuation of previous	0.050	0.050	0.000
Business and Marketing plans.	0.240	0.140	(0.100)
County Hall	0.030	0.030	0.000
New Homes; Return anticipated trading surplus to the Council.	0.003	0.003	0.000
Regional Training courses delivered by GT officer	0.003	0.003	0.000
Welfare Rights; Some activity to be absorbed into single financial assessment team.	0.032	0.032	0.000
Benefits; Adjustment to bad debt provision (one off).	0.050	0.050	0.000
Benefits; Council Tax Reduction Scheme.	0.250	0.345	0.095
Benefits; Remove duplication and provide a single financial assessment service.	0.050	0.050	0.000
Reduction of senior management team	0.050	0.015	(0.035)
Total Housing & Assets	0.991	0.951	(0.040)
Streetscene & Transportation			
Waste Strategy; Charges for garden waste	0.800	0.900	0.100
Car Park Charges	0.450	0.210	(0.240)
Total Streetscene & Transportation	1.250	1.110	(0.140)
Planning, Environment & Economy			
Development management; Production of planning statements and to undertake private appeals	0.015	0.015	0.000
Highways Development Control; Introduce further charges. Review current charges. Retain supervisory function of highway works in the Building Control; Review charges. Introduce charges. Increase partnership working. Increase authorised commencements inspections.	0.015	0.015	0.000
Built Environment; Charing for pre-application advice	0.030	0.000	(0.030)
Flooding and Drainage; Fees for capital project work.	0.010	0.000	(0.010)
Energy; Fees for energy efficiency assessment.	0.010	0.010	0.000
Minerals and Waste; Maximise regulatory compliance income. Review day rate charging.	0.050	0.050	0.000
Rights of Way; Increase charging and reduce expenditure.	0.020	0.020	0.000
Economic Development; Workforce efficiency if regional service developed.	0.020	0.020	0.000
Total Planning, Environment & Economy	0.180	0.140	(0.040)
		%	£
Total 2017/18 Budget Efficiencies		100	5.511
Total Projected 2017/18 Budget Efficiencies Underachieved		4	0.195
Total Projected 2017/18 Budget Efficiencies Achieved		96	5.316

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2018	13.697	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		7.928
Less – amount committed as part of balancing 2018/19 budget		(1.945)
Less – One off contribution to Schools agreed at Council on 1 March 2018		(0.460)
Less – Contribution to fund shortfall in MEAG funding (M2)		(0.058)
Add – transfer from revenue for amount recovered in-year due to change in accounting policy for the Minimum Revenue Provision		1.400
Add – transfer from revenue for the amount of the VAT rebate received		1.940
Less – allocation to meet additional in-year budget pressure for the agreed pay award above the 1% included in the 2018/19 budget		(0.999)
Less – allocation for ongoing resourcing of the Victim Contact Team		(0.100)
Less – allocation for Independent Inquiry into Child Sexual Abuse		(0.015)
Less – allocation to meet historic child abuse claims		(0.039)
Add – projected outturn underspend		0.233
Total Contingency Reserve as at 31st March 2019		7.885

Less – VAT rebate amount committed as part of balancing 2019/20 budget.		(1.900)
Total Contingency Reserve available for use		5.985

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(34.381)	(34.068)	0.313	0.289	A pressure of £0.313m is anticipated on income. £0.163m of this pressure relates to loss of rental income on properties being void longer than anticipated and £0.073m due to delays on handover/delays on new build schemes. £0.031m of the pressure relates to loss of income on garages which are not tenanted. £0.036m of the pressure relates to removal of the early payment discount on the Welsh Water contract. The remaining £0.010m relates to minor pressures.	
Capital Financing - Loan Charges	8.694	7.519	(1.175)	(1.092)	The projected underspend of £1.175m relates to expected borrowing costs for SHARP. £0.062m of the underspend relates to the Minimum Revenue Payment (loan repayment) which is lower than budgeted because borrowing levels weren't as high on the 31st March as expected. The remaining £1.113m relates to interest charges. Batch 3 schemes will now start on site later than anticipated and this means expenditure will be spread across financial years. In-year interest charges will therefore be lower than originally anticipated. In addition, borrowing costs have been minimised through efficient treasury management.	
Estate Management	1.617	1.512	(0.105)	(0.132)	An underspend of £0.105m is projected. £0.144m relates to salary savings. A pressure of £0.014m relates to additional costs for cleaning. The remaining £0.025m relates to minor variances.	
Landlord Service Costs	1.415	1.445	0.031	0.011	An overspend of £0.031m is projected. £0.015m relates to additional cleaning contract costs and £0.015m relates to utility costs in communal areas. The remaining £0.001m relates to minor variances.	
Repairs & Maintenance	8.159	7.993	(0.166)	(0.044)	£0.136m of the projected £0.166m underspend relates to subcontractor spend. £0.020m related to staffing costs and the remaining £0.010m relates to minor variances.	
Management & Support Services	2.297	2.127	(0.170)	(0.170)	A saving of £0.170m is anticipated on Management and Support costs. £0.126m relates to vacancy savings. £0.058m relates to a reduction on insurance premiums for the HRA. The remaining £0.014m relates to minor pressures elsewhere.	
Capital Expenditure From Revenue (CERA)	12.170	13.276	1.106	0.971	The variance of £1.106m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.	
HRA Projects	0.047	0.146	0.099	0.099	The variance of £0.099m relates to projected costs incurred relating to site investigation works as part of site viability for future SHARP developments.	
Contribution To / (From) Reserves	(0.018)	0.049	0.067	0.067	The projected HRA outturn is an underspend of £0.067m which has the impact of bringing the closing un-earmarked reserves balance to £1.165m.	
Total Housing Revenue Account	0.000	0.000	0.000	(0.000)		

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CABINET MEETING

Date of Meeting	Tuesday 19th February 2019
Report Subject	Capital Programme Monitoring 2018/19 (Month 9)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report By	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The report summarises changes made to the Capital Programme 2018/19 since it was set in February 2018 to the end of Month 9 (December 2018), along with expenditure to date and projected outturn.

The Capital Programme has seen a net increase of £0.903m during the period. This is comprised of:-

- Net increases in the programme of £3.133m (CF £4.110m, HRA (£0.977));
- Net Carry Forward to 2019/20, approved at Month 6 (£2.230m).

Actual expenditure was £41.316m.

The final outturn for 2017/18 was a minor funding deficit of £0.068m. There have been a number of capital receipts in year, a request for an additional allocation of £0.500m towards the relocation of services to Ty Dewi Sant and a small increase in capital funding announced in the Final Settlement. In addition, in November Welsh Government (WG) announced an additional £100m of capital funding spread across 2018/19 to 2020/21. All this, taken together with an original projected shortfall of £8.216m in the capital programme 2018/19 to 2020/21, puts the current funding deficit, for the 3 year period, at £1.428m. This is in advance of any additional capital receipts or other funding being realised.

RECOMMENDATIONS	
(1)	Cabinet are requested to approve the overall report.
(2)	Cabinet are requested to approve the carry forward adjustments set out at 1.12.
(3)	Cabinet are requested to approve the funding of the Schools Connectivity and Mount Pleasant Road layby from the current Headroom provision as set out in 1.16.

REPORT DETAILS

1.00	EXPLAINING THE MONTH 9 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	0.130	(1.660)	0	1.299	17.154
Social Care	1.955	2.168	0	0	0	0	4.123
Planning, Environment & Economy	0	0.664	0.226	(0.570)	0	0.184	0.504
Streetscene & Transportation	1.100	2.845	8.217	0	0	1.680	13.842
Strategic Programmes	0.660	0.453	1.901	(0.074)	0	0.301	3.241
Housing & Assets	2.400	0.889	0.466	0	0	0.646	4.401
Council Fund Total	23.773	7.705	10.940	(2.304)	0.000	4.110	44.224
HRA Total	36.496	0.000	(8.551)	0.000	0.000	(0.977)	26.968
Programme Total	60.269	7.705	2.389	(2.304)	0.000	3.133	71.192

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 increase in the programme total of £3.133m (CF £4.110m, HRA (£0.977m)). A summary of the changes, detailing major items, is shown in Table 2 below:-

Table 2

CHANGES DURING THIS PERIOD		
	Para	£m
<u>COUNCIL FUND</u>		
Increases		
Local Transport Grant	1.06	1.680
School Modernisation	1.07	0.998
Affordable Housing	1.08	0.520
Leisure Centres - Jade Jones Pavilion	1.09	0.301
Other Aggregate Increases		0.671
		4.170
Decreases		
Other Aggregate Decreases		(0.060)
		(0.060)
Total		4.110
<u>HRA</u>		
Increases		
Other Aggregate Increases		0.000
		0.000
Decreases		
SHARP	1.10	(0.977)
Other Aggregate Decreases		0.000
		(0.977)
Total		(0.977)
1.06	Additional grant funding has been received from WG for transport related schemes, including Cycling Links in Deeside Industrial Park (£1.008m), Access to Employment Opportunities (£0.0350m) and A548/Parkway Junction (£0.348m), together with a reduction in funding for Electronic Ticketing Machines (£0.204m).	
1.07	Regarding School Modernisation, £0.600m of WG grant funding for Phase 2 of the works at Connah's Quay High School and £0.398m of Prudential Borrowing to fund retention payments relating to Ysgol Trefynnon.	
1.08	Introduction of Prudential Borrowing funding to meet the loan payments between the Council and NEW Homes.	
1.09	At its meeting on 18th July 2017, Cabinet approved additional expenditure on new health & fitness facilities and changing spaces at both Mold Leisure Centre and Jade Jones Pavilion in order to assist Aura Leisure & Libraries ADM in generating additional income. This is to be funded from Prudential Borrowing but offset by a reduction in the funding provided to Aura, resulting in a nil cost to the Council.	
1.10	As schemes are developed some are unlikely to begin until late in the year, therefore the need to Prudentially Borrow within the SHARP programme has been reduced as the budget is re-aligned to match projected actual expenditure.	

	Capital Expenditure compared to Budget																																																																																																																								
1.11	Expenditure as at Month 9, across the whole of the capital programme was £41.316m. The breakdown of expenditure is analysed in Table 3, along with the percentage spend against budget. This shows that 58.03% of the budget has been spent (CF 55.30%, HRA 62.52%). Corresponding figures for Month 9 2017/18 were 62.79% (CF 52.14%, HRA 73.90%).																																																																																																																								
1.12	The table also shows a projected underspend (pending carry forward and other adjustments) of £1.296m on the Council Fund and a break even position on the HRA. Table 3																																																																																																																								
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1.13	Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and remedial actions which may be required, where those variances exceed +/- 10% of the revised budget. In addition, where carry forward into 2019/20 has been identified, this is also included in the narrative.																																																																																																																								
1.14	Carry Forward into 2019/20 During the quarter carry forward of £1.815m (all CF) has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works and/or retention payments in 2019/20. In some circumstances amounts which have previously been identified as carry forward are reversed as it becomes clear that the expenditure is going to be																																																																																																																								

incurred in the current financial year, this is the case with Education & Youth below.

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

Table 4

CARRY FORWARD INTO 2019/20	Month 4	Month 6	Reversed	Sub Total	Month 9	Total
	£m	£m	£m	£m		£m
Education & Youth		1.676	(0.016)	1.660	0.150	1.810
Social Care				0	0.580	0.580
Planning, Environment & Economy		0.570		0.570		0.570
Streetscene & Transportation				0	0.885	0.885
Strategic Programmes	0.074			0.074		0.074
Housing & Assets				0.000	0.200	0.200
Council Fund	0.074	2.246	(0.016)	2.304	1.815	4.119
Housing Revenue Account	0.000	0.000	0.000	0.000	0.000	0.000
TOTAL	0.074	2.246	(0.016)	2.304	1.815	4.119

Additional Allocations

1.16 Additional allocations have been identified in the programme in this quarter as follows:

- First phase of School Connectivity works - £0.130m. Partially funded by WG, a bid for further resources in 2019/20 to complete the project will be recommended to Council.
- Provision of layby - £0.040m. Approval had previously been granted for a car park at Mount Pleasant Road, Buckley. This was now considered inappropriate but an alternative option has been accepted.

	Both of these amounts can be funded from within the current Headroom provision.																																																
1.17	<p>Savings</p> <p>No savings have been identified in the programme in this quarter.</p>																																																
1.18	<p>Funding of 2018/19 Approved Schemes</p> <p>The position at Month 9 is summarised in Table 5 below:-</p> <p>Table 5</p> <table border="1" style="margin-left: 40px;"> <thead> <tr> <th colspan="3" style="text-align: center;">FUNDING OF APPROVED SCHEMES</th> </tr> <tr> <th style="width: 60%;"></th> <th style="text-align: right; width: 20%;">£m</th> <th style="text-align: right; width: 20%;">£m</th> </tr> </thead> <tbody> <tr> <td>Capital Receipts Available as at 31/03/18</td> <td></td> <td style="text-align: right;">(7.637)</td> </tr> <tr> <td>Carry Forward Funding</td> <td></td> <td style="text-align: right;">7.705</td> </tr> <tr> <td></td> <td></td> <td style="text-align: right;">0.068</td> </tr> <tr> <td>Increases</td> <td></td> <td></td> </tr> <tr> <td>Shortfall in 2018/19 to 2020/21 budget</td> <td style="text-align: right;">8.216</td> <td></td> </tr> <tr> <td>Additional allocation to Unity House</td> <td style="text-align: right;">0.500</td> <td style="text-align: right;">8.716</td> </tr> <tr> <td>Decreases</td> <td></td> <td></td> </tr> <tr> <td>Actual In year receipts</td> <td style="text-align: right;">(2.630)</td> <td></td> </tr> <tr> <td>Provisional Settlement - £0.070m pa</td> <td style="text-align: right;">(0.140)</td> <td></td> </tr> <tr> <td>Additional GCG - 2018/19 Confirmed</td> <td style="text-align: right;">(2.281)</td> <td></td> </tr> <tr> <td>Additional GCG - 2019/20 Confirmed</td> <td style="text-align: right;">(1.383)</td> <td></td> </tr> <tr> <td>Additional GCG - 2020/21 Estimated</td> <td style="text-align: right;">(0.922)</td> <td></td> </tr> <tr> <td>Savings</td> <td></td> <td style="text-align: right;">(7.356)</td> </tr> <tr> <td>Funding - (Available)/Shortfall</td> <td></td> <td style="text-align: right;">1.428</td> </tr> </tbody> </table>	FUNDING OF APPROVED SCHEMES				£m	£m	Capital Receipts Available as at 31/03/18		(7.637)	Carry Forward Funding		7.705			0.068	Increases			Shortfall in 2018/19 to 2020/21 budget	8.216		Additional allocation to Unity House	0.500	8.716	Decreases			Actual In year receipts	(2.630)		Provisional Settlement - £0.070m pa	(0.140)		Additional GCG - 2018/19 Confirmed	(2.281)		Additional GCG - 2019/20 Confirmed	(1.383)		Additional GCG - 2020/21 Estimated	(0.922)		Savings		(7.356)	Funding - (Available)/Shortfall		1.428
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1.19	<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 9 amount to £2.630m.</p> <p>The WG Provisional Settlement, issued on 9th October, increased the Council's capital allocation by £0.070m per annum. This therefore</p>																																																

	<p>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>In November 2018, WG announced an additional £100m of capital funding, £50m in 2018/19, £30m in 2019/20 and £20m in 2020/21. Of these, Flintshire's allocations have been confirmed as £2.281m in 2018/19, £1.383m in 2019/20 and an estimated £0.922m in 2020/21.</p> <p>Taken together this indicates a current funding shortfall of £1.428m over the 3 year period, prior to the realisation of additional capital receipts and/or other funding sources.</p>																																												
1.20	<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>																																												
1.21	<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 9.</p> <p>Table 6</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="4" style="text-align: center;">INVESTMENT IN COUNTY TOWNS</th> </tr> <tr> <th></th> <th style="text-align: center;">2017/18 Actual £m</th> <th style="text-align: center;">2018/19 Revised Budget £m</th> <th style="text-align: center;">2019 - 2021 Budget £m</th> </tr> </thead> <tbody> <tr> <td>Buckley / Penyffordd</td> <td style="text-align: center;">1.062</td> <td style="text-align: center;">5.824</td> <td style="text-align: center;">2.382</td> </tr> <tr> <td>Connah's Quay / Shotton</td> <td style="text-align: center;">8.133</td> <td style="text-align: center;">16.123</td> <td style="text-align: center;">0.492</td> </tr> <tr> <td>Flint / Bagillt</td> <td style="text-align: center;">3.180</td> <td style="text-align: center;">2.060</td> <td style="text-align: center;">0.241</td> </tr> <tr> <td>Holywell / Caerwys / Mostyn</td> <td style="text-align: center;">1.564</td> <td style="text-align: center;">3.641</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Mold / Treuddyn / Cilcain</td> <td style="text-align: center;">6.201</td> <td style="text-align: center;">1.764</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Queensferry / Hawarden / Sealand</td> <td style="text-align: center;">1.275</td> <td style="text-align: center;">4.316</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Saltney / Broughton / Hope</td> <td style="text-align: center;">0.453</td> <td style="text-align: center;">0.462</td> <td style="text-align: center;">4.207</td> </tr> <tr> <td>To Be Confirmed</td> <td style="text-align: center;">0</td> <td style="text-align: center;">3.040</td> <td style="text-align: center;">7.942</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">21.868</td> <td style="text-align: center;">37.230</td> <td style="text-align: center;">15.264</td> </tr> </tbody> </table>	INVESTMENT IN COUNTY TOWNS					2017/18 Actual £m	2018/19 Revised Budget £m	2019 - 2021 Budget £m	Buckley / Penyffordd	1.062	5.824	2.382	Connah's Quay / Shotton	8.133	16.123	0.492	Flint / Bagillt	3.180	2.060	0.241	Holywell / Caerwys / Mostyn	1.564	3.641	0	Mold / Treuddyn / Cilcain	6.201	1.764	0	Queensferry / Hawarden / Sealand	1.275	4.316	0	Saltney / Broughton / Hope	0.453	0.462	4.207	To Be Confirmed	0	3.040	7.942	Total	21.868	37.230	15.264
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1.22	<p>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.</p>																																												
1.23	<p>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.</p>																																												
1.24	<p>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</p>																																												

	one of the seven areas. As such schemes are identified the expenditure will be allocated to the relevant area.																											
1.25	Information on the split between internal and external funding can be found in Appendix C.																											
1.26	<p>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.</p> <p>Table 7</p> <table border="1" style="margin-left: auto; margin-right: auto;"> <thead> <tr> <th colspan="3" style="text-align: center;">WHQS Programme</th> </tr> <tr> <th style="width: 60%;"></th> <th style="text-align: center;">2017/18 Actual £m</th> <th style="text-align: center;">2018/19 Budget £m</th> </tr> </thead> <tbody> <tr> <td>Holywell</td> <td style="text-align: center;">0.250</td> <td style="text-align: center;">0.550</td> </tr> <tr> <td>Flint</td> <td style="text-align: center;">2.500</td> <td style="text-align: center;">3.950</td> </tr> <tr> <td>Deeside & Saltney</td> <td style="text-align: center;">1.300</td> <td style="text-align: center;">4.550</td> </tr> <tr> <td>Buckley</td> <td style="text-align: center;">2.500</td> <td style="text-align: center;">2.150</td> </tr> <tr> <td>Mold</td> <td style="text-align: center;">1.500</td> <td style="text-align: center;">1.550</td> </tr> <tr> <td>Connah's Quay & Shotton</td> <td style="text-align: center;">5.500</td> <td style="text-align: center;">1.050</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">13.550</td> <td style="text-align: center;">13.800</td> </tr> </tbody> </table>	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
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.

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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	Capital Programme monitoring papers 2018/19. Contact Officer: Andrew Elford Accountant Telephone: 01352 702291 E-Mail: andrew.j.elford@flintshire.gov.uk

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>

Housing Revenue Account (HRA): The fund to which all the Council's revenue and capital expenditure relating to its housing stock is charged.

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	0.000	0.123	0	0	0	0	0.123
	0.250	0.233	0.000	0.000	0.000	0.000	0.483
Governance							
Information Technology	0.408	0.068	0	0	0	0	0.476
	0.408	0.068	0.000	0.000	0.000	0.000	0.476
Education & Youth							
Education - General	0.500	0	(0.100)	(0.179)	0	0	0.221
Primary Schools	1.683	0.059	(0.248)	(0.754)	0	0.226	0.966
Schools Modernisation	13.967	0.000	0.004	0	0	0.998	14.969
Secondary Schools	0.600	0.071	0.478	(0.629)	0	0.075	0.595
Special Education	0.250	0.255	(0.004)	(0.098)	0	0	0.403
	17.000	0.385	0.130	(1.660)	0.000	1.299	17.154
Social Care							
Services to Older People	0	0	0.363	0	0	0	0.363
Learning Disability	1.955	1.735	0	0	0	0	3.690
Children's Services	0	0.433	(0.363)	0	0	0	0.070
	1.955	2.168	0.000	0.000	0.000	0.000	4.123
Planning, Environment & Economy							
Closed Landfill Sites	0	0.250	0	(0.250)	0	0	0.000
Engineering	0	0.414	0	(0.320)	0	0	0.094
Energy Services	0	0	0.100	0	0	0.135	0.235
Townscape Heritage Initiatives	0	0	0.126	0	0	0.040	0.166
Urban/Rural Regeneration	0	0	0	0	0	0.009	0.009
	0.000	0.664	0.226	(0.570)	0.000	0.184	0.504
Streetscene & Transportation							
Waste - CCP Grant	0	1.000	0.403	0	0	0	1.403
Waste - Other	0.500	0	0	0	0	0	0.500
Highways	0.600	1.497	1.704	0	0	0	3.801
Local Transport Grant	0	0	6.110	0	0	1.680	7.790
Solar Farms	0	0.348	0	0	0	0	0.348
	1.100	2.845	8.217	0.000	0.000	1.680	13.842
Strategic Programmes							
Leisure Centres	0.330	0.254	1.384	0	0	0.361	2.329
Play Areas	0	0	0.483	0	0	(0.060)	0.423
Libraries	0	0.110	0	0	0	0	0.110
Theatr Clwyd	0.330	0.089	0.034	(0.074)	0.000	0	0.379
	0.660	0.454	1.901	(0.074)	0.000	0.301	3.241

CAPITAL PROGRAMME - CHANGES DURING 2018/19

	Original Budget 2018/19	Carry Forward from 2017/18	Previously Reported			Changes (Current)	Revised Budget 2018/19
			Changes	Carry Forward to 2019/20	Savings		
	£m	£m	£m	£m	£m	£m	£m
Housing & Assets							
Administrative Buildings	0.600	0.134	0.466	0	0	0.006	1.206
Community Asset Transfers	0	0.755	0	0	0	0	0.755
Affordable Housing	0	0	0	0	0	0.520	0.520
Private Sector Renewal/Improv't	1.800	0	0	0	0	0.120	1.920
	2.400	0.889	0.466	0.000	0.000	0.646	4.401
Housing Revenue Account :							
Buy Back / Strategic Acquisition	0	0	0.500	0	0	0	0.500
Disabled Adaptations	1.051	0	0	0	0	0	1.051
Energy Schemes	0.357	0	0	0	0	0	0.357
Major Works	1.855	0	0	0	0	0	1.855
Accelerated Programmes	0.714	0	0	0	0	0	0.714
WHQS Improvements	18.289	0	0	0	0	0	18.289
SHARP Programme	14.230	0	(9.051)	0	0	(0.977)	4.202
	36.496	0.000	(8.551)	0.000	0.000	(0.977)	26.968
Totals :							
Council Fund	23.773	7.705	10.940	(2.304)	0	4.110	44.224
Housing Revenue Account	36.496	0	(8.551)	0	0	(0.977)	26.968
Grand Total	60.269	7.705	2.389	(2.304)	0.000	3.133	71.192

PEOPLE & RESOURCES

Capital Budget Monitoring 2018/19 - Month 9

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

GOVERNANCE

Capital Budget Monitoring 2018/19 - Month 9

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

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2018/19 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Education - General	0.221	0.040	0.221	0.000	0	(0.185)			
Primary Schools	0.966	0.435	0.966	0.000	0	(0.756)			
Schools Modernisation	14.969	10.378	14.969	0.000	0	0			
Secondary Schools	0.595	0.216	0.595	0.000	0	(0.637)			
Special Education	0.403	0.190	0.253	(0.150)	(37)	(0.098)	SEN Rolling Programme, projects now planned to be delivered early 2019/20.	Carry Forward - Request approval to move funding of £0.150m to 2019/20	
Total	17.154	11.260	17.004	(0.150)	(1)	(1.676)			

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2018/19 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Intermediate Care Fund	0.000	0.002	0.400	0.400		0	Expenditure on various schemes including property works for families with children with complex needs, Glan y Morfa (£0.105m) and Community Equipment (£0.100m)	Funding will be introduced once WG have confirmed final ICF allocations for 2018/19	
Services to Older People	0.363	0.000	0.200	(0.163)	(45)	0	Some expenditure now slipped to 2019/20 plus retention monies	Carry Forward - Request approval to move funding of £0.163m to 2019/20	
Learning Disability	3.690	1.758	3.338	(0.352)	(10)	0	Some expenditure now slipped to 2019/20 plus retention monies	Carry Forward - Request approval to move funding of £0.352m to 2019/20	
Children's Services	0.070	0.005	0.005	(0.065)	(93)	0	Scheme has now been deferred until 2019/20	Carry Forward - Request approval to move funding of £0.065m to 2019/20	
Total	4.123	1.764	3.943	(0.180)	(4)	0.000			

Variance = Budget v Projected Outturn

PLANNING, ENVIRONMENT & ECONOMY

Capital Budget Monitoring 2018/19 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Closed Landfill Sites	0.000	0.000	0.000	0.000		(0.250)			Expenditure on remedial actions to be determined following extensive monitoring and in accordance with NRW regulations
Engineering	0.094	0.049	0.091	(0.003)	(3)	(0.323)	Additional Works at Flour Mill Reservoir expected to be complete by March, 2019. The FCERM 5 year capital plan is now in its final stages of completion and approval indicating a number of land drainage schemes to be considered within a longer but realistically more deliverable timetable, leading in to 2019/20.		
Energy Services	0.235	0.256	0.256	0.021	9	0.035	Some energy schemes are only claimed in arrears, thereby incurring expenditure prior to funding	Funding will be introduced at outturn to cover total expenditure	
Townscape Heritage Initiatives	0.166	0.159	0.166	0.000	0	0.002	At Dec 2018 the THI project is nearing full completion. Delays with some of the Partnerships have meant that expensive and bespoke orders were not issued until October with delivery not expected until late November.	Grant Scheme due to be completed by March, 2019 following delays on a small number of individual projects.	
Urban / Rural Regeneration	0.009	0.010	0.010	0.001	11	0.003			
Total	0.504	0.474	0.523	0.019	4	(0.533)			

Variance = Budget v Projected Outturn

STREETSCENE & TRANSPORTATION

Capital Budget Monitoring 2018/19 - Month 9

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Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Waste Services - Collaborative Change Programme (CCP)	1.403	1.351	1.403	0.000	0	0			
Waste Services - Other	0.500	0.003	0.003	(0.497)	(99)	0	Expenditure on transfer station development now taking place in the 2019/20 financial year.	Carry Forward - Request approval to move funding of £0.497m to 2019/20	Dependent on intended projects progressing in 2019/20 by both Denbighshire and Conwy Councils
Highways	3.801	1.859	3.746	(0.055)	(1)	0	Principal inspection works on Flintshire Bridge to take place in 2019/20	Carry Forward - Request approval to move funding of £0.055m to 2019/20	
Local Transport Grant	7.790	2.111	7.790	0.000	0	0			
Solar Farms	0.348	0.002	0.015	(0.333)	(96)	0	Currently developing the design of the scheme which commences in the summer of 2019.	Carry Forward - Request approval to move funding of £0.333m to 2019/20	
Total	13.842	5.325	12.957	(0.885)	(6)	0.000			

Variance = Budget v Projected Outturn

STRATEGIC PROGRAMMES

Capital Budget Monitoring 2018/19 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Leisure Centres	2.329	2.261	2.329	0.000	0	0			Planned works to be carried out at Mold Leisure Centre and Jade Jones Pavilion to be funded through Prudential Borrowing
Play Areas	0.423	0.417	0.423	0.000	0	0			S106 and Match Funded schemes, money drawn down when scheme is completed
Libraries	0.110	0.004	0.110	0.000	0	0			
Clwyd Theatr Cymru	0.379	0.036	0.379	0.000	0	0			
Total	3.241	2.717	3.241	0.000	0	0.000			

Variance = Budget v Projected Outturn

HOUSING & ASSETS

Capital Budget Monitoring 2018/19 - Month 9

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Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Administrative Buildings	1.206	1.154	1.306	0.100	8	0	Works for Ty Dewi Sant brought forward to facilitate staff relocation	Additional Prudential Borrowing in current year, reducing the allocation in 2019/20	
Community Asset Transfers	0.755	0.021	0.755	0.000	0	0		Expenditure is incurred as and when schemes are signed off	Any unspent allocation will be the subject of a carry forward request at outturn
Affordable Housing	0.520	0.520	0.520	0.000	0	0	Expenditure relates to the loan between Flintshire and NEWHomes for the provision of Affordable Housing	Budgets will be introduced as and when schemes are signed off	
Private Sector Renewal/Improvement	1.920	1.162	1.720	(0.200)	(10)	0	DFG spend is customer driven and volatile	Carry Forward - Request approval to move funding of £0.200m to 2019/20	
Total	4.401	2.857	4.301	(0.100)	(2)	0.000			

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2018/19 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
Buy Back / Strategic Acquisition	0.500	0.415	0.500	0.000	0	0			
Disabled Adaptations	1.051	0.512	1.051	0.000	0	0			
Energy Services	0.357	0.206	0.357	0.000	0	0			
Major Works	1.855	1.537	1.855	0.000	0	0			
Accelerated Programmes	0.714	0.531	0.714	0.000	0	0			
WHQS Improvements	18.289	11.124	18.289	0.000	0	0			
SHARP	4.202	2.535	4.202	0.000	0	0			
Total	26.968	16.859	26.968	0.000	0	0.000			

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2018/19 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required	Comments
People & Resources	0.483	0.000	0.483	0.000	0	0.000			
Governance	0.476	0.059	0.476	0.000	0	0.000			
Education & Youth	17.154	11.260	17.004	(0.150)	(1)	(1.676)			
Social Care	4.123	1.764	3.943	(0.180)	(4)	0.000			
Planning, Environment & Economy	0.504	0.474	0.523	0.019	4	(0.533)			
Transport & Streetscene	13.842	5.325	12.957	(0.885)	(6)	0.000			
Strategic Programmes	3.241	2.717	3.241	0.000	0	0.000			
Housing & Assets	4.401	2.857	4.301	(0.100)	(2)	0.000			
Sub Total - Council Fund	44.224	24.457	42.928	(1.296)	(3)	(2.209)			
Housing Revenue Account	26.968	16.859	26.968	0.000	0	0.000			
Total	71.192	41.316	69.896	(1.296)	(2)	(2.209)			

Variance = Budget v Projected Outturn

INVESTMENT IN COUNTY TOWNS - 2017 / 18 ACTUAL SPEND

APPENDIX C

TOWN FUNDING	17/18 ACTUAL £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	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																					
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	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	4,202	60		1,360	310	69		1,890	241	272									3,651	551	4,202
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	9,495			7,583	1,912														7,583	1,912	9,495
Holywell High School	398							398											398	0	398
Penyffordd Amalgamation	5,076		5,076																0	5,076	5,076
School Extension & Remodelling:-																					
Ysgol Glan Aber	183						183												183	0	183
Castell Alun	100												100						100	0	100
SOCIAL CARE																					
LD Day Care Facility	3,690											3,690							3,690	0	3,690
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges	70			70															70	0	70
Street Lighting	1,479																1,479		0	1,479	1,479
Highway Maintenance	2,252	479		194		568		388		302		234		87				2,252	0	2,252	
Transport Grant	7,790		205		4,694		132		724		22		177		275		1,561	0	7,790	7,790	
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	166						166												0	166	166
LEISURE - AURA																					
Leisure Centres	2,261	4				942				1,168		147						2,261	0	2,261	
Synthetic Sports Pitches	68											68						68	0	68	
	37,230	543	5,281	9,207	6,916	1,762	298	2,676	965	1,742	22	4,139	177	187	275	0	3,040	20,256	16,974	37,230	

AREA TOTAL

5,824	16,123	2,060	3,641	1,764	4,316	462	3,040
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INVESTMENT IN COUNTY TOWNS - 2018 / 19 ACTUAL TO DATE

APPENDIX C (Cont)

TOWN FUNDING	ACTUAL TO DATE £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	2,535	(63)		1,614		64		737		184									2,535	0	2,535
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	7,630			6,318	1,312														6,318	1,312	7,630
Holywell High School	398							398											398	0	398
Penyffordd Amalgamation	2,355		2,355																0	2,355	2,355
School Extension & Remodelling:-																					
Ysgol Glan Aber	52							52											0	52	52
Castell Alun																			0	0	0
SOCIAL CARE																					
Day Care Facility	1,758											1,758							1,758	0	1,758
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges	15			15															15	0	15
Street Lighting	560																560		0	560	560
Highway Maintenance	1,304															1,304			0	1,304	1,304
Transport Grant	2,111				501											1,610			0	2,111	2,111
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative	159							159											0	159	159
LEISURE - AURA																					
Leisure Centres	2,147	3				937				1,167		41							2,147	0	2,147
Synthetic Sports Pitches	113											113							113	0	113
	21,136	(61)	2,355	7,947	1,813	1,001	211	1,136	0	1,350	0	1,912	0	0	0	0	3,473		13,285	7,852	21,136

AREA TOTAL 2,294 9,760 1,212 1,136 1,350 1,912 0 3,473

INVESTMENT IN COUNTY TOWNS - 2019 - 2021 BUDGET

APPENDIX C (Cont)

TOWN FUNDING	FUTURE BUDGET £000	BUCKLEY		CONNAH'S QUAY		FLINT		HOLYWELL		MOLD		QUEENSFERRY		SALTNEY		UNALLOCATED		TOTALS			
		Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Internal £000	External £000	Total £000	
EXPENDITURE																					
HOUSING - HRA																					
SHARP	6,070																6,070		6,070	0	6,070
EDUCATION & YOUTH																					
21C Schools:-																					
CQ High School	492			492															492	0	492
Holywell High School																			0	0	0
Penyffordd Amalgamation																			0	0	0
School Extension & Remodelling:-																					
Gogol Glan Aber	241					241													241	0	241
Castell Alun	4,207													4,207					4,207	0	4,207
SOCIAL CARE																					
Merseyfield Residential Home	2,382	2,382																	2,382	0	2,382
TRANSPORT																					
Highways Asset Management Plan:-																					
Bridges																			0	0	0
Street Lighting																			0	0	0
Highway Maintenance	1,200																1,200		1,200	0	1,200
Transport Grant																			0	0	0
DEVELOPMENT / REGENERATION																					
Townscape Heritage Initiative																			0	0	0
LEISURE - AURA																					
Leisure Centres																			0	0	0
Synthetic Sports Pitches	672																672		672	0	672
	15,264	2,382	0	492	0	241	0	0	0	0	0	0	0	4,207	0	7,942	0	15,264	0	15,264	

AREA TOTAL 2,382 492 241 0 0 0 4,207 7,942

By virtue of paragraph(s) 14 of Part 4 of Schedule 12A
of the Local Government Act 1972.

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