

# Pecyn Dogfen Gyhoeddus



Swyddog Cyswllt:  
Maureen Potter 01352 702322

At: Cyng Clive Carver (Cadeirydd)

Y Cynghorwyr: 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 a Arnold Woolley

9 Mawrth 2018

Annwyl Gynghorydd,

Fe'ch gwahoddir i fynychu cyfarfod Pwyllgor Trosolwg a Chraffu Adnoddau Corfforaethol a fydd yn cael ei gynnal am 9.30 am Dydd Iau, 15fed Mawrth, 2018 yn Ystafell Bwyllgor Delyn, Neuadd y Sir, Yr Wyddgrug CH7 6NA i ystyried yr eitemau canlynol

## R H A G L E N

### 1 YMDDIHEURIADAU

**Pwrpas:** I dderbyn unrhyw ymddiheuriadau.

### 2 DATGAN CYSYLLTIAD (GAN GYNNWYS DATGANIADAU CHWIPIO)

**Pwrpas:** I dderbyn unrhyw ddatganiad o gysylltiad a chynghori'r Aelodau yn unol a hynny.

### 3 COFNODION (Tudalennau 3 - 12)

**Pwrpas:** I gadarnhau, fel cofnod cywir gofnodion y cyfarfod ar 15 Chwefror 2018.

### 4 ADRODDIAD MONITRO CHWARTER 3 CYNLLUN Y CYNGOR AR GYFER 2017/18 (Tudalennau 13 - 38)

Adroddiad Prif Weithredwr, Prif Swyddog (Llywodraethu) - Arweinydd y Cyngor Aelod o'r Cabinet dros Gyllid, Aelod Cabinet dros Reolaeth Gorfforaethol ac Asedau

**Pwrpas:** Adolygu'r cynnydd wrth gyflawni gweithgareddau, lefelau perfformiad a lefelau risg presennol fel y nodwyd yng Nghynllun y Cyngor 2017/18.

5 **MONITRO CYLLIDEB REFENIW 2017/18 (MIS 10)** (Tudalennau 39 - 62)

Adroddiad Prif Weithredwr - Arweinydd y Cyngor Aelod o'r Cabinet dros Gyllid

**Pwrpas:** Darparu'r sefyllfa fonitro cyllideb refeniw ddiweddaraf ar gyfer 2017/18 ar gyfer Cronfa'r Cyngor a'r Cyfrif Refeniw Tai (yn seiliedig ar incwm a gwariant gwirioneddol fel yr oedd ar fis 10 a rhagamcan ymlaen i ddiwedd y flwyddyn).

6 **RHAGLEN GWAITH I'R DYFODOL** (Tudalennau 63 - 68)

Adroddiad Rheolwr Gwasanaethau Democraidaidd

**Pwrpas:** Ystyried y flaenraglen waith Pwyllgor Craffu & Trosolwg adnoddau corfforaethol

Yn gywir



Robert Robins  
Rheolwr Gwasanaethau Democraidaidd

# Eitem ar gyfer y Rhaglen 3

## **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** **15 FEBRUARY 2018**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 15 February 2018

### **PRESENT: Councillor Clive Carver (Chairman)**

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

**SUBSTITUTE:** Councillor: Marion Bateman (for Patrick Heesom)

**APOLOGIES:** Councillor Hilary McGuill and Councillor Billy Mullin, Cabinet Member for Corporate Management and Assets

**ALSO PRESENT:** Councillors: Bernie Attridge, David Healey, Mike Peers and Carolyn Thomas attended as observers

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

Chief Officer (Organisational Change); and Finance Manager - Technical Accountancy - for minute number 66

Service Manager, Customer Support - for minute number 67

Senior Manager, Human Resources & Organisational Development - for minute number 68

Corporate Finance Manager - for minute number 69

**IN ATTENDANCE:** Democratic Services Manager and Democratic Services Officer

### **64. DECLARATIONS OF INTEREST**

None were received.

### **65. MINUTES**

The minutes of the meeting held on 18 January 2018 were submitted.

Minute number 59 - the Income Generation workshop, which was important in the development of the Medium Term Financial Strategy, had been arranged for 18 April.

Following the comments by Councillor Jones, an update on the review of reserves would be provided as part of the Revenue Budget Monitoring item. Councillor Jones said it was his understanding that the Committee would receive an early update to enable a recommendation to be made to County Council prior to approval of the budget on 20 February. The Chief Executive gave assurance on

the robustness of the review to provide Members with all the information necessary to reach a decision on the budget proposals.

Minute number 60 - prior to the meeting, the Democratic Services Manager had circulated responses to the information requested on spans of control by managers and links between employee performance and annual increments. On the latter point, the Chief Executive reported that 16 councils in Wales had replied to our enquiry and had confirmed that they did not operate a scheme of this type.

Minute number 61 - Councillor Johnson thanked officers for the information on Pest Control charges.

**RESOLVED:**

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

**66. DEVELOPMENT OF CAPITAL PROGRAMME 2018/19-20/21**

The Chief Officer (Organisational Change) introduced a report on developing the Capital Programme 2018/19-2020/21. This linked to the Capital Strategy and Asset Management Plan which was due to be updated later in the year to support current and emerging longer term Council priorities and to reflect changes to the Chartered Institute of Public Finance & Accountancy (CIPFA) Codes of Practice.

The Finance Manager - Technical Accountancy provided explanation on the various tables in the report showing the allocated schemes split into three sections - Statutory/Regulatory, Retained Assets and Investment. Progress to address the estimated £3.187m shortfall for 2017/18-19/20 had formed part of regular budget monitoring reports to the Committee and the achievement of forecasted capital receipts had helped to fully fund the approved programme for 2017/18-20/21. This demonstrated the effectiveness of the Council's prudent policy in only applying capital receipts when achieved.

The report indicated that the Council's ambitions outweighed the funding available to support the programme over the next three years and it was reported that Welsh Government (WG) funding would reduce by £0.118m for 2018/19. An overall shortfall in projected funding of £8.216m to support proposed schemes for the period would need to be met by the achievement of future capital receipts (currently estimated to be around £8.3m) or other options such as alternative grants, prudential borrowing or further scheme phasing.

Councillor Shotton referred to various schemes in the Housing Revenue Account Capital Programme which supplemented the Council Fund Capital Programme, and the use of capital assets on the Social Housing and Regeneration Programme. He highlighted a number of additional allocations in the Capital Programme such as school toilet upgrades, school extension/remodelling in Hope and Bagillt and replacement of the Glanrafon learning disability day services facility. He also expressed his thanks to his Welsh Local Government Associate colleague, Councillor Andrew Morgan (the Leader of Rhondda Cynon Taf) for his involvement

in negotiations with WG to secure funding to support local highway improvements, including a £1.427m share for Flintshire.

Councillor Cunningham asked about the approved allocation for the Flintshire bridge inspection and was informed that the results would need to be analysed. Whilst the Council was currently liable for the cost of any remedial works identified from the inspection, responsibility for the road over the bridge could change once the A494 'Red route' was enacted as it would become part of a trunk road and thus a WG responsibility. Following further discussion, Councillor Marion Bateman proposed that the Committee welcome early discussions with WG on shared responsibility for any costs arising from the inspection, given the potential scale of this risk. It was clarified that the outcome of the inspection would be reported to the Environment Overview & Scrutiny Committee and, if affecting the Capital Programme, to this Committee as well.

Councillor Jones said it was important to understand the effect of capital expenditure on new schemes on the revenue account. The Finance Manager said that it was difficult to provide a total figure as each scheme allowed consideration of revenue consequences, however, the Investment section of the programme was likely to incur the main revenue pressures. She explained that the two schemes added to the programme during 2018/19 had nil impact on the revenue budget.

The Chief Executive clarified the two types of revenue strains caused by some schemes and spoke about the Council's lower risk approach to borrowing. The potential revenue impact of new capital schemes could be due to the financing costs of additional borrowing and /or the additional running costs of maintaining a new asset such as staffing, energy, maintenance etc.

On the Highways Asset Management Plan, Councillor Johnson asked if additional funding could be sought from WG to repair rural roads damaged by diverted traffic as a result of work along the A55. The Chief Executive and Councillor Shotton agreed that this was a fair request to make.

In response to a question from Councillor Woolley on the redevelopment of Theatr Clwyd, the Chief Executive said that assurances were being sought from WG and the Arts Council for Wales that the project would be recognised and funded as a strategic project of national significance before the Council could commit to further investment.

Councillor Haydn Bateman was given explanation on the allocation for the North Wales Residual Waste Treatment Project in line with the joint agreement had been made for shared responsibilities.

Following his earlier comments, Councillor Jones proposed that the Committee receive a report outlining the effects of the capital expenditure (new schemes for approval) and detailing the effects on the revenue account, including cost of borrowing, operational revenue costs and operational benefits. Councillor Shotton said that as well as additional costs, the savings should also be reflected to give a full picture. The Chief Executive advised that the report would be scheduled for March or April.

## **RESOLVED:**

- (a) That the Committee supports the allocations and schemes in Table 4 (paragraph 1.06.1) for the Statutory/Regulatory and Retained Assets sections of the Council Fund Capital Programme 2018/19 - 2020/21;
- (b) That the Committee supports the schemes included in Table 5 (paragraph 1.07.1) for the Investment section of the Council Fund Capital Programme 2018/19 -2020/21;
- (c) That the Committee notes that the shortfall in funding schemes in 2019/20 and 2020/21 (paragraphs 1.08) at this point in the approval process is flexible. Options including a combination of future capital receipts, alternative grants (if available), prudential borrowing or scheme phasing over several years will be considered during 2018/19 and included in future capital programme reports;
- (d) That the Committee notes the further development and refresh of a forward Capital Strategy and Asset Management Plan; and
- (e) That the Committee informs the Cabinet:
  - (i) that it has requested a report which outlines the effect of capital expenditure (new schemes for approval) and detailing the effects on the revenue account, including cost of borrowing, operational revenue costs and operational benefits, for the March meeting if possible, otherwise April;
  - (ii) that there are concerns about the cost of any remedial works required as a result of the inspection of the Flintshire Bridge. Early negotiations with WG on shared responsibility for costs, in advance of any changes arising from the Red route implementation are welcomed. The results of the inspection to be reported to Environment Overview & Scrutiny Committee and if affecting the Capital Programme, to Corporate Resources Overview & Scrutiny Committee as well; and
  - (iii) that it invites the Cabinet to consider making representations to Welsh Government about the wear and tear to Flintshire roads being used as diverted routes as a result of work on the A55.

## **67. DIGITAL STRATEGY - DIGITAL CUSTOMER**

The Chief Officer (Governance) introduced a report on progress with the proposed approach to modernise and improve the Council's delivery of customer services by making the best and most appropriate use of digital technology.

The Service Manager, Customer Support delivered a presentation covering the following areas:

- The benefits of a 'digital customer' focus
- A preview of our Customer portal
- Developing our payment portal
- Developing Live Chat
- Key Decisions - early 2018
- Approach to efficiencies
- Resourcing
- Outline Action Plan

Service improvements were main driver for the project and an initial one-off investment of £0.550m would be paid back by the achievement of future savings.

In response to various queries from the Chairman, the Chief Officer referred to the diagram in the presentation showing that some back-office systems required investment to support full integration. He provided clarification on aspects of the customer portal which would include a link to the email address of the customer's local Member.

In welcoming the digital improvements, Councillor Cunningham asked about any impact on response times for customers preferring to use more traditional means of contact. The Service Manager agreed to circulate information on the customer service response standards.

Councillor Johnson's comments on the popularity of accessing online services using mobile telephones were acknowledged by the Chief Officer who advised that there was no facility to analyse usage by area, but the website was fully configured for use on mobile phones and tablets as well as PCs.

In response to questions from Councillor Jones, the Chief Executive explained that customer benefits were the main focus at this early stage and that the phased implementation would allow detailed analysis of savings. The Chief Officer provided clarification on the quoted investment figure and the detailed tracking of efficiencies as the project evolved.

The Chief Officer referred to the reported savings of models operated by other councils. Councillor Jones proposed that the Committee welcome examples of best practice models operated by similar sized councils.

Councillor Peers, who was present in the public gallery, gave an example where an unresolved issue had been closed and suggested a facility to attach a photograph of the incident/area. Officers explained that the improved technology would reduce the need for human intermediary leading to such errors. As set out in the action plan, service remodelling would provide dedicated officer capacity to support the development of live chat.

**RESOLVED:**

- (a) That the Committee welcomes the proposed approach of implementing both the Digital Strategy and Customer Strategy through a priority and focus on improving services for 'Digital Customers' as outlined in the report;

- (b) That the Committee welcomes the proposed launch of the Customer Account in March of this year enabling customers to use this service, and give initial feedback on the service so it can be developed over time;
- (c) That details of Customer Services standards and response standards be circulated to the committee; and
- (d) That a report on digital 'best practice' be prepared for a future meeting of the Committee.

**68. WORKFORCE INFORMATION REPORT - QUARTER 3 2017/18**

The Senior Manager, Human Resources & Organisational Development presented the workforce information report on the third quarter of 2017/18.

Significant changes to the headcount and turnover were mainly due to the transfer of employees to NEWydd Catering & Cleaning and Aura Leisure & Libraries. Attendance in 2017/18 to date showed an improvement from the same period in 2016/17 and outturns for school and non-school employees were similar. Work undertaken since the previous meeting had led to significant improvements in a number of areas including Organisational Change 2, Planning & Environment and Social Services. A detailed update would be reported to the meeting in May. Although cumulative spend on agency workers had exceeded the target, there was a 45% reduction compared to the same period in 2016/17.

Councillor Jones sought clarification on the comparative figures for agency worker spend and non-school turnover from the previous year to which the Senior Manager agreed to provide a response. It was noted that the gender breakdown figures for non-school employees should be interchanged and that the headcount and full-time equivalent graph should be updated to show the full period.

On Equality & Diversity workforce monitoring, Councillor Johnson proposed that information on disabilities be included in future reports. In response to comments, the Senior Manager explained that appraisals provided an opportunity to positively promote career development and she agreed to prepare a report on examples of work.

**RESOLVED:**

- (a) That the Committee notes the Workforce Information Report for Quarter three 2017/18 to 31 December 2017;
- (b) That the Senior Manager, Human Resources & Organisational Development review the figures for future reports; and
- (c) That the next report include statistics relating to disability.



**69. REVENUE BUDGET MONITORING 2017/18 (MONTH 9) AND CAPITAL PROGRAMME MONITORING (MONTH 9)**

The Finance Manager introduced a report on the revenue budget monitoring position for 2017/18 as at Month 9 for the Council Fund and Housing Revenue Account (HRA), and Capital Programme, prior to consideration by Cabinet.

Revenue Budget Monitoring

On the Council Fund, the net in-year position was forecast to be £0.908m higher than budget, which was an increase of £0.062m from Month 8. The reasons for the projected variances were set out in the report. It was projected that 94% of planned in-year efficiencies would be achieved.

On the tracking of in-year risks and emerging issues, work to assess the impact on the 2018/19 budget had been reported to Cabinet in January and were included in budget proposals to be submitted to County Council on 20 February. The risk to the winter maintenance budget was highlighted, following the recent adverse weather conditions.

On the HRA, in-year spend was projected to be £0.035m lower than budget, leaving a year end balance of £1.081m (above the recommended minimum level).

The Corporate Finance Manager provided an update on the review of reserves where work was nearing completion. He said that all areas had been reviewed - not just those identified by the Committee - and involved complexities in tracking to establish terms and understanding commitments of spending profiles. He summarised the status and purpose of the four areas of reserves (base level, contingency, earmarked and unearmarked) and was confident that there were sufficient levels of usable reserves to support the budget position for 2018/19.

The Chief Executive said that the outcome of the review - which had been subject to intense rigour and challenge - would be reported to Cabinet. The recommendation would be to support the prudent release of some reserves, whilst retaining others to mitigate future risk. The report to Cabinet and County Council would set out that the use of reserves and an increase in Council Tax were the only remaining options to balance the budget. The challenge to school funding to partially offset pay and inflationary cost pressures was seen as a priority risk area.

Councillor Shotton said that it was fair to challenge unused earmarked reserves and that there should be a balanced judgement on the level of risk involved on each reserve.

Work on the review was welcomed by Councillor Jones who accepted that challenging reserves was not without risk. He felt that other issues on the budget were more important and that the Committee should assess at the end of each financial year whether earmarked reserves were still warranted in the next financial year.

In response to questions, the Chief Executive gave an update on progress with the Single Status Agreement and the holding reserve, where work was nearing completion.

Councillor Peers, who was present in the public gallery, asked about the potential to review Stage 1 of the process to establish if anything further could be identified. The Chief Executive said that completed stages 1 and 2 were now closed off, and he summarised the staged approach which was broadly supported by Members. He explained that early planning and implementation of Stage 1 proposals had been necessary to allow the process to move forward and a high level of efficiencies against target to be achieved in-year.

### Capital Programme

A summary of changes to the programme during 2017/18 reported a revised budget total of £59.422m. During the past quarter, there had been a net increase of £1.245m. Over the quarter, £1.289m of carry-forward adjustments into 2018/19 were recommended, giving a total amount of £4.116m.

### **RESOLVED:**

- (a) That the Committee notes the Revenue Budget Monitoring 2017/18 Month 9 report and confirms on this occasion that the issue which it wishes to have brought to the Cabinet's attention is the need to consider the release of earmarked reserves which could support the 2018/19 Revenue Budget; and
- (b) That the Committee notes the Capital Programme 2017/18 Month 9 report and confirms on this occasion that the issues which it wishes to have brought to the Cabinet's attention were identified during the earlier 'Development of the Capital Programme' report.

## **70. FORWARD WORK PROGRAMME**

The Democratic Services Manager presented the current Forward Work Programme for consideration and advised that the items identified during the meeting would be scheduled.

### **RESOLVED:**

- (a) That the Forward Work Programme as submitted, be approved with amendments;
  - A report which outlines the effect of capital expenditure (new schemes for approval) and detailing the effects on the revenue account, including cost of borrowing, operational revenue costs and operational benefits, for the March meeting if possible;
  - A report which explores digital delivery good practice examples.

- (b) That the Democratic Services Manager, in consultation with the Chairman, be authorised to vary the Forward Work Programme between meetings, should this be necessary.

**71. 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 12.45pm)

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**Chairman**

Mae'r dudalen hon yn wag yn bwrpasol

# Eitem ar gyfer y Rhaglen 4



## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday, 15 <sup>th</sup> March 2018
<b>Report Subject</b>	Quarter 3 Council Plan 2017/18 Monitoring Report
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance; and Cabinet Member for Corporate Management and Assets
<b>Report Author</b>	Chief Executive and Chief Officer (Governance)
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The Council Plan 2017/23 was adopted by the Council in September 2017. This report presents the monitoring of progress at the end of Quarter 3 of 2017/18 for the Council Plan priorities 'Serving Council' and 'Supportive Council' relevant to the Corporate Resources Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Council Plan monitoring reports as well as in the Annual Performance Reports. This monitoring report for the 2017/18 Council Plan is a positive report, with 81% of activities being assessed as making good progress, and 69% likely to achieve the desired outcome. Performance indicators show good progress with 84% meeting or near to period target. Risks are also being successfully managed with the majority being assessed as moderate (67%) or minor (10%).

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

### RECOMMENDATIONS

1	That the Committee consider the Quarter 3 Council Plan 2017/18 Monitoring Report, highlight and monitor poor performance and feedback details of any challenge to Cabinet.
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## REPORT DETAILS

1.00	<b>EXPLAINING THE COUNCIL PLAN 2017/18 MONITORING REPORT</b>
1.01	The Council Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2017/18 Council Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.
1.02	This is an exception based report and detail therefore focuses on the areas of under-performance.
1.03	<p><b>Monitoring our Activities</b></p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> <li>• RED: Limited Progress – delay in scheduled activity; not on track</li> <li>• AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track</li> <li>• GREEN: Good Progress – activities completed on schedule, on track</li> </ul> <p>A RAG status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Outcome has been categorised as: -</p> <ul style="list-style-type: none"> <li>• RED: Low – lower level of confidence in the achievement of the outcome(s)</li> <li>• AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)</li> <li>• GREEN: High – full confidence in the achievement of the outcome(s)</li> </ul>
1.04	<p>In summary our overall progress against the high level activities is: -</p> <p><b>ACTIVITIES PROGRESS</b></p> <ul style="list-style-type: none"> <li>• We are making good (green) progress in 47 (81%).</li> <li>• We are making satisfactory (amber) progress in 11 (19%).</li> </ul> <p><b>ACTIVITIES OUTCOME</b></p> <ul style="list-style-type: none"> <li>• We have a high (green) level of confidence in the outcome achievement of 43 (74%).</li> <li>• We have a medium (amber) level of confidence in the outcome achievement of 15 (26%).</li> <li>• No activities have a low (red) level of confidence in their outcome achievement.</li> </ul>
1.05	<p><b>Monitoring our Performance</b></p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG (Red, Amber Green) status. This is defined as follows: -</p>

	<ul style="list-style-type: none"> <li>• RED equates to a position of under-performance against target.</li> <li>• AMBER equates to a mid-position where improvement may have been made but performance has missed the target.</li> <li>• GREEN equates to a position of positive performance against target.</li> </ul>
1.06	<p>Analysis of current levels of performance against period target shows the following: -</p> <ul style="list-style-type: none"> <li>• 35 (57%) had achieved a green RAG status</li> <li>• 17 (28%) had achieved an amber RAG status</li> <li>• 9 (15%) had achieved a red RAG status</li> </ul>
1.07	<p>The performance indicators (PI) which showed a red RAG status for current performance against target, relevant to the Corporate Resources Overview &amp; Scrutiny Committee are: -</p> <p><b>Priority: Serving Council</b>  <b>Percentage of eligible employees receiving an annual appraisal</b>  The target completion rate of appraisals for eligible employees is 100%. However, the completion figure at the end of Quarter 3 was 63%. An annual appraisal report went to Corporate Resources Overview and Scrutiny Committee (CROSC) in January 2018 to explain this.</p> <p>Workforce composition has recently changed including the transfer of Alternative Delivery Models (ADMs) Aura and NEWydd. Leisure and Libraries (now Aura) who previously had high completion rates of appraisals as part of the Council. However now this has a detrimental impact on the overall figure.</p> <p>As part of an assurance process to ensure that all employees receive an appraisal, we have follow-up actions and support for all portfolios off target to improve performance markedly by 31.03.18.</p> <p><b>Priority: Serving Council</b>  <b>Percentage of employees completing stress related programmes</b>  The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.</p>
1.08	<p><b>Monitoring our Risks</b>  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"> <li>• 1 (2%) is insignificant (green)</li> <li>• 5 (10%) are minor (yellow)</li> <li>• 32 (67%) are moderate (amber)</li> <li>• 10 (21%) are major (red)</li> <li>• 0 (0%) are severe (black)</li> </ul>

1.09	<p>The major (red) risk identified for the Corporate Resources Overview &amp; Scrutiny Committee is: -</p> <p><b>Priority: Serving Council</b>  <b>Risk: The scale of the financial challenge</b>  The Provisional settlement for Flintshire was received on 10th October 2017. The impact of this for Flintshire was a decrease in funding of 0.9%. This was subject to a consultation period prior to the final settlement in December 2017. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options will be considered January/February 2018.</p> <p><b>Priority: Supportive Council</b>  <b>Risk: Availability of sufficient funding to resource key priorities.</b>  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>
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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2.01	There are no specific resource implications for this report.
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<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
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3.01	The Council Plan Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
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4.01	Progress against the risks identified in the Council Plan is included in the report at Appendix 1 and 2. Summary information for the risks assessed as major (red) is covered in paragraph 1.09 above.
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<b>5.00</b>	<b>APPENDICES</b>
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5.01	Appendix 1 – Council Plan 2017/18 – Quarter 3 Progress Report – Serving Council.
5.02	Appendix 1 – Council Plan 2017/18 – Quarter 3 Progress Report – Supportive Council.



<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	<p><b>Council Plan 2017/18:</b> <a href="http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx">http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx</a></p> <p><b>Contact Officer:</b> Robert Robins  <b>Telephone:</b> 01352 702320  <b>E-mail:</b> <a href="mailto:robert.robins@flintshire.gov.uk">robert.robins@flintshire.gov.uk</a></p>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
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7.01	<p><b>Council Plan:</b> 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>																																													
7.02	<p><b>Risks:</b> These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.</p> <p><b>Risk Likelihood and Impact Matrix</b></p> <table border="1"> <tr> <td rowspan="4">Impact Severity</td> <td>Catastrophic</td> <td>Y</td> <td>A</td> <td>R</td> <td>R</td> <td>B</td> <td>B</td> </tr> <tr> <td>Critical</td> <td>Y</td> <td>A</td> <td>A</td> <td>R</td> <td>R</td> <td>R</td> </tr> <tr> <td>Marginal</td> <td>G</td> <td>Y</td> <td>A</td> <td>A</td> <td>A</td> <td>R</td> </tr> <tr> <td>Negligible</td> <td>G</td> <td>G</td> <td>Y</td> <td>Y</td> <td>A</td> <td>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 &amp; Percentage of risk happening</td> </tr> </table> <p>The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.</p>	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					
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																																							
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		Likelihood & Percentage of risk happening																																												
7.03																																														

7.04	<b>CAMMS – An explanation of the report headings</b>
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	<p><b>Actions</b></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>
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% complete - The % that the action is complete at the time of the report. This only applies to actions that are 'in progress'. An action that is 'ongoing' will not produce a % complete due to the longer-term nature of the action.

Progress RAG – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).

Outcome RAG – Shows the level of confidence in achieving the outcomes for each action.

### **Measures (Key Performance Indicators - KPIs)**

Pre. Year Period Actual – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as 'no data'.

Period Actual – The data for this quarter.

Period Target – The target for this quarter as set at the beginning of the year.

Perf. RAG – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.

Perf. Indicator Trend – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year:

- A 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).
- Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), Medium – uncertain level of confidence in the achievement of the target (Amber) and High - full confidence in the achievement of the target (Green).

### **Risks**

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – This shows if the risk has increased (upward arrow), decreased (downward arrow) or remained the same between the initial risk rating and the current risk rating (stable arrow).

Risk Status – This will either show as 'open' or 'closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.



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# Quarter 3 Council plan 2017/18 Progress Report

## Serving Council



Flintshire County Council



Tudalen 19





Print Date:  
14-Feb-  
2018

## 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.	Sara Dulson - Finance Manager	In Progress	01-Apr-2017	31-Mar-2018	50.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> The financial forecast for 2018/19 has been updated regularly with latest intelligence pending the finalisation of the Local Government Settlement, announced in December. It is challenging to provide a meaningful Medium Term Financial Strategy for a 5 year period with such uncertainty over future national funding levels and given other variables including potential national pay awards. The concentration has been on the 2018/19 budget. Stages 1 and 2 of the three stage annual budget-setting process were completed prior to the end of December with several of the key budget efficiency proposals referred for further review by Overview and Scrutiny. Stage 3 will be concluded in February. The medium term forecast will be reviewed and updated in the first quarter of 2018/19.</p> <p>Last Updated: 22-Jan-2018</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 Business Partner	In Progress	01-Apr-2017	31-Mar-2018	42.00%	 GREEN	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> The People Strategy is progressing well. High level workforce and succession plans have been completed by all portfolios. Consideration is being given under the invest to save programme to implementing personal evaluation software or an alternative iTrent module to aid succession planning and further enhance our workforce planning capability. Our learning and development offer has been reviewed and enhanced, at its heart is the development of coaching principles to support the introduction of a coaching management style and culture to improve performance management and build resilience across the management hierarchy. Supporting the transition into alternative delivery models remains a priority as does the development of the following work streams are being developed; Reward, Recognition and Well-being - a number of initiatives under this theme have been delivered including the introduction of an Employee Assistance Programme (EAP) via CareFirst and the launch of the Vectis Card, a discount/benefit card.</p> <p>Last Updated: 05-Feb-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.3 Maximise benefits from spending power through optimising purchasing efficiencies by exploiting technology and making efficient use of local, regional and national procurement arrangements.	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN

**ACTION PROGRESS COMMENTS:**

The ongoing joint procurement service between Flintshire and Denbighshire continues to identify opportunities for collaborative working to maximise economies of scale. Currently 10 collaborative projects are being procured jointly across both Councils, with another 10 projects identified. Purchasing process efficiencies are expected from the continued rollout of the PROACTIS electronic tendering system.



Last Updated: 10-Jan-2018

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
6.1.1.4 Develop and deliver a programme of activity to support local businesses, increasing their capacity and competency to respond to Council contracts	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 GREEN	 AMBER

**ACTION PROGRESS COMMENTS:**

The implementation of the Local Supplier development best practice action plan is ongoing. Three Joint Procurement Taster Session workshops have been held in conjunction with Flintshire Local Voluntary Council (FLVC) to provide advice and guidance to the local Third Sector on various procurement policies as well as assessing the support needed for the Third Sector to compete for Council and public sector contracts. The Procurement Team continues to have regular dialogue / meetings with Business Wales in order to provide tendering support on individual tender projects.



Last Updated: 22-Jan-2018

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 Team Leader	In Progress	01-Apr-2017	31-Mar-2018	20.00%	 AMBER	 AMBER

**ACTION PROGRESS COMMENTS:**

The Customer Service Strategy was approved by Cabinet in March 2017. A methodical approach has been taken to evaluate current customer access across the organisation which has identified a high volume of telephone contact and a strong link to the Digital Flintshire Strategy. The priority is to develop digital services to enable customers to do more for themselves which in turn will reduce telephone contact leading to a better customer experience and efficiencies. The intention is for Organisational Change to provide programme management support to ensure both strategies deliver at the required pace of change to realise efficiencies and service improvements.

Last Updated: 12-Jan-2018

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	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2017	31-Mar-2018	65.00%	 AMBER	 AMBER



**ACTION PROGRESS COMMENTS:**



Work is underway to undertake a review and refresh of the Capital and Asset Strategy. Work is in progress with Portfolios around the development of a longer term Capital Plan to enable strategic planning and understanding of the Councils Capital Programme. A review of previous funding allocations is in progress to ensure that these allocations are being allocated at the appropriate level capital resources permitting. Portfolio meetings have now been concluded and a capital programme for 2018/19 to 2020/21 is being developed. Current year capital programme schemes being progressed. Progress on the overall programme is reported into Cabinet at regular intervals.



Last Updated: 22-Jan-2018

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## 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 (£)	2389250	161000	2108250	 AMBER	↓	7940000	6324750	 AMBER
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Finance Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Revenue budget monitoring at month 8 reports efficiencies of £7,940,000. This is the latest position for the year to date.</p> <p>Last Updated: 04-Jan-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.1.2M02 The percentage of planned efficiencies achieved	91	94	95	 AMBER	↑	94	95	 AMBER
<p><b>Lead Officer:</b> Gary Ferguson - Corporate Finance Manager  <b>Reporting Officer:</b> Sara Dulson - Finance Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Revenue budget monitoring at month 8 is reporting 94% of efficiencies achieved to date. Further updates are provided as part of the budget monitoring reports.</p> <p>Last Updated: 04-Jan-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	9.82	2.59	2.25	 AMBER	↑	6.24	6.75	 AMBER



**Lead Officer:** Sharon Carney - Lead Business Partner

**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser

**Aspirational Target:**

**Progress Comment:** The full time equivalent (FTE) days lost for the Council during quarter three is 2.59 days. This is an improvement when compared to the same period in 2016/17 which recorded 2.79 days lost. Improving attendance continues to be a high priority. The 2017/18 forecast figure is 8.35 days (FTE) lost. Should the forecast prove accurate, this will mean the 17/18 target of 9.00 (FTE) days lost will be achieved. This will show an improvement of 1.52 (FTE) days lost compared to 2016/17.

Last Updated: 18-Jan-2018

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	65	63.46	100	 RED	↓	63.46	100	 RED

**Lead Officer:** Sharon Carney - Lead Business Partner

**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser

**Aspirational Target:**

**Progress Comment:** The target completion rate of appraisals for eligible employees is 100%. However, the completion figure at the end of Quarter 3 was 63%. An annual appraisal report went to Corporate Resources Overview and Scrutiny Committee (CROSC) in January 2018 to explain this.



Workforce composition has recently changed including the transfer of Alternative Delivery Models (ADMs) Aura and NEWydd. Leisure and Libraries (now Aura) who previously had high completion rates of appraisals as part of the Council. However now this has a detrimental impact on the overall figure.

As part of an assurance process to ensure that all employees receive an appraisal, we have follow-up actions and support for all portfolios off target to improve performance markedly by 31.03.18.

Last Updated: 05-Feb-2018

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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
IP6.1.2.3M03 Percentage of Managers completing stress related programmes	No Data	57.36	75		N/A	57.36	75	

**Lead Officer:** Sharon Carney - Lead Business Partner



**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser

**Aspirational Target:**

**Progress Comment:** The programme is designed to help managers identify signs of stress in themselves and their teams and to deal with it at the earliest opportunity, with help and support from Human Resources (including Occupational Health) when required. A discussion paper on Mental Health was presented to Chief Officer Team in November 2017, actions from the discussion were to develop a Health in the Workplace Policy with supporting guides/toolkits, to make all relevant information/training and support easy to find, and to identify/train mental health champions in each Portfolio. Raising awareness of mental health in the workplace is expected to increase the attendance of stress related programmes in the coming months.

Last Updated: 22-Jan-2018

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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
IP6.1.2.4M04 Percentage of employees completing stress related programmes	No Data	0.49	5.75		N/A	0.49	17.25	



**Lead Officer:** Sharon Carney - Lead Business Partner

**Reporting Officer:** Andrew Adams - Business Information and Compliance Adviser

**Aspirational Target:**

**Progress Comment:** The take-up from employees is lower than expected for the first year of this programme of support. However, we will be targeting specific portfolios and service areas who are most likely to benefit.

Last Updated: 05-Feb-2018

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 percentage of goods, services and works procured through purchasing arrangements established by the National Procurement Service (NPS)	No Data	5.44	8	 AMBER	N/A	5.44	8	 GREEN



**Lead Officer:** Gareth Owens - Chief Officer - Governance

**Reporting Officer:** Arwel Staples - Strategic Procurement Manager

**Aspirational Target:**

**Progress Comment:** Not all of framework agreements of the National Procurement Service (NPS) are considered to be delivering value for money however, of the 51 frameworks currently in existence the Council is using 10 which are considered to be value for money and not deemed detrimental to local suppliers.

Last Updated: 10-Jan-2018

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 The percentage of Council spend with Welsh businesses	12	45	50	 AMBER	↑	45	50	 GREEN



**Lead Officer:** Gareth Owens - Chief Officer - Governance



**Reporting Officer:** Arwel Staples - Strategic Procurement Manager



**Aspirational Target:**

**Progress Comment:** The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken

Last Updated: 12-Jan-2018

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.3M03 The percentage of Council spend with Flintshire businesses	6.5	28	28	 GREEN	↑	28	28	 GREEN
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> Arwel Staples - Strategic Procurement Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken</p> <p>Last Updated: 12-Jan-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.3.4M04 The percentage of Council spend with businesses within the MDA	8	35	32	 GREEN	↑	35	32	 GREEN
<p><b>Lead Officer:</b> Gareth Owens - Chief Officer - Governance  <b>Reporting Officer:</b> Arwel Staples - Strategic Procurement Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> The percentage amount will fluctuate between each reporting period based on the amount of total spend for the period as well as the type and volume of procurement projects undertaken</p> <p>Last Updated: 12-Jan-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP6.1.5.1M01 The number of services available online and via the Flintshire App	31	139	37.25	 GREEN	↑	276	111.75	 GREEN

**Lead Officer:** Rebecca Jones - Customer Services Team Leader



**Reporting Officer:** Rebecca Jones - Customer Services Team Leader

**Aspirational Target:**

**Progress Comment:** There are in excess of 100 e-forms available on the Council's website. This means for many services our customers can report, request or pay for a service online. As part of the wider organisational change programme, a detailed review is on-going to ensure services are fully digitised including the introduction of a customer portal enabling customers to do more for themselves.

Last Updated: 22-Jan-2018

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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
IP6.1.5.2M02 The number of completed transactions using online services	6587.5	13531	7905	 GREEN	↑	33397	23715	 GREEN

**Lead Officer:** Rebecca Jones - Customer Services Team Leader

**Reporting Officer:** Rebecca Jones - Customer Services Team Leader

**Aspirational Target:**

**Progress Comment:** There has been a steady increase in the number of people completing their transaction online. Over 13,000 customer transactions were undertaken online (website and mobile app) during quarter 3.

Last Updated: 12-Jan-2018

## 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 - Finance Manager	Red	Red	↔	Open
<p><b>Potential Effect:</b> Reduction in funding of Revenue Support Grant leading to challenging financial position for the Council in its ability to set a balanced budget.</p> <p><b>Management Controls:</b> Production of a revised Medium Term Financial Strategy (MTFS) to be published Autumn 2017 which will be updated on an ongoing basis alongside the 2018/19 budget and beyond. The strategy to be reviewed to forecast the financial resources to be available to the Council during the period based on the best available intelligence and identification of solutions available.</p> <p><b>Progress Comment:</b> The Provisional settlement for Flintshire was received on 10th October 2017. The impact of this for Flintshire was a decrease in funding of 0.9%. This was subject to a consultation period prior to the final settlement in December 2017. The Final settlement reduced the decrease in funding to 0.2%. Stage 1 budget options were approved in November 2017 and Stage 2 options were considered and agreed in principle with Council in December 2017 with a couple of areas being referred to specific scrutiny committees for further consideration. Final Budget options will be considered January/February 2018.</p> <p>Last Updated: 05-Feb-2018</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes from the Digital Strategy.	Gareth Owens - Chief Officer - Governance	Richard Ashley - IT Business Relationship Manager	Amber	Amber	↔	Open
<p><b>Potential Effect:</b> That projects agreed as part of the Digital Strategy will be hindered or delayed thereby delaying the potential benefits to residents or causing cost to be incurred in correcting mistakes</p> <p><b>Management Controls:</b> Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed</p> <p><b>Progress Comment:</b> There is no overall change to this risk at this time. Capacity will be taken into account when selecting projects for inclusion in the action plan and will be timed to fit with the needs of the service and availability of employees. Each separate project will also undergo a risk assessment to establish the capacity and capability necessary to take it forward and any gaps that might need to be addressed.</p> <p>Last Updated: 03-Jan-2018</p>						

Mae'r dudalen hon yn wag yn bwrpasol



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# Quarter 3 Council plan 2017/18 Progress Report

## Supportive Council



Flintshire County Council

Tudalen 31





*Print*  
*Date:*  
*14-Feb-*  
*2018*



## Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.1 Strengthen the arrangements within all council portfolios to have clear responsibilities to address safeguarding.	Fiona Mocko - Policy Advisor (Equalities and Cohesion)	In Progress	01-Apr-2017	31-Mar-2018	60.00%	 AMBER	 AMBER
<p><b>ACTION PROGRESS COMMENTS:</b> The Corporate Safeguarding Policy was approved in October 2017. Safeguarding awareness training was provided in November 2017 during National Safeguarding Week to support employees understand safeguarding issues and to know how to recognise signs and report concerns. A review of corporate safeguarding arrangements by Internal Audit has identified further actions which have been incorporated into the Corporate Safeguarding Panel's future work programme.</p> <p>Last Updated: 25-Jan-2018</p>							



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.3 Develop a preventative approach towards Child Sexual Exploitation (CSE)	Jane M Davies - Senior Manager, Safeguarding & Commissioning	Completed	01-Apr-2017	16-Oct-2017	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b> North Wales Police Child Sexual Exploitation (CSE) videos have been shared at Senior Management Team meetings across the Authority and at the Corporate Safeguarding Panel. CSE awareness is also on the agenda for general safeguarding training to be delivered to all Scrutiny Committee members.</p> <p>Last Updated: 25-Jan-2018</p>							



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	In Progress	01-Apr-2017	31-Mar-2018	25.00%	 AMBER	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            Welsh Government require all Flintshire County Council staff to complete the Violence Against Women and Domestic Abuse and Sexual Violence Level 1 e-learning module. During quarter 3 a presentation was delivered to Change Exchange on the training requirements. Chief Officers and Service Managers have been requested to initiate the roll-out throughout the organisation. Also during quarter 3, pilot groups in HR and Community and Business Protection were identified to trial the use of the e-learning module on the Learning Pool. This pilot was successful. During quarter 4 additional training for domestic abuse link officers will be provided. As 60% of Council employees do not have access to a computer, face-to-face sessions are planned for January 2018. We are also currently exploring the possibility of face-to-face sessions with a theatre company.</p> <p>Last Updated: 12-Feb-2018</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.5 Strengthen regional community safety through collaboration and partnership arrangements	Sian Jones - Public Protection Manager	Completed	01-Apr-2017	31-Mar-2018	100.00%	 GREEN	 GREEN
<p><b>ACTION PROGRESS COMMENTS:</b>            The North Wales Safer Communities' Board Plan has now been approved. This document sets out the priorities for the statutory partners for the next three year period. A work programme is included. Flintshire continues to occupy an active role in this forum, and on a local level has adopted the regional priorities through the work of the Flintshire Public Services Board.</p> <p>Last Updated: 25-Jan-2018</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
1.5.1.6 Ensure we meet the requirements of the North Wales Contest Board	Sian Jones - Public Protection Manager	In Progress	01-Apr-2017	31-Mar-2018	75.00%	 GREEN	 GREEN



**ACTION PROGRESS COMMENTS:**



The self assessment, which measures the Council's progress against the 'Prevent' duties, has been undertaken. Progress is reviewed on a regular basis at the Corporate Safeguarding Panel. The Panel continues to work on the areas of weakness highlighted in the self-assessment, and respond to any requests from the North Wales Contest Board, as and when required.



Last Updated: 15-Jan-2018

## Performance Indicators



KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.3.1M01 The percentage of portfolio senior management teams that have viewed the North Wales Police CSE information videos	No Data	37.5	25	 GREEN	N/A	50	25	 GREEN
<p><b>Lead Officer:</b> Fiona Mocko - Policy Advisor (Equalities and Cohesion)  <b>Reporting Officer:</b> Fiona Mocko - Policy Advisor (Equalities and Cohesion)  <b>Aspirational Target:</b> 100.00  <b>Progress Comment:</b> Half of the senior management teams have viewed the videos. A reminder will be sent to those who have not yet viewed them to ensure 100% have seen them by March 2018.</p> <p>Last Updated: 04-Jan-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.1M01 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	No Data	1.34	25	 RED	N/A	2.55	25	 AMBER
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager  <b>Reporting Officer:</b> Heather Johnson - Learning and Development Adviser  <b>Aspirational Target:</b> 50.00  <b>Progress Comment:</b> Total number of employees who completed the Welsh Government approved training are 152. This amounts to 2.55% of employees. The e-learning module was not ready for use until November 2017. We conducted a pilot and started roll out end of December 2017. As 60% of employees do not have access to a P.C. or laptop we have made provision for face to face sessions and Chrome Book sessions and will continue to promote completion of e-learning where possible.</p> <p>Last Updated: 17-Jan-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.2M02 The number of reported incidents of Domestic Abuse and Sexual Violence	375	844	0	 GREEN	↑	2349	0	 GREEN
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager  <b>Reporting Officer:</b> Sian Jones - Public Protection Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> Domestic abuse and sexual violence are underreported and our aim is to increase reporting. Statutory duties placed upon public services, including the implementation of the Welsh Government National Training Framework will improve practitioner knowledge and response. An increase in reporting is therefore anticipated, helping to provide victims with assurance that they will receive an appropriate response when reporting.</p> <p>Last Updated: 12-Jan-2018</p>								

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP1.6.4.3M03 The number of domestic abuse incidents reported to North Wales Police	275	747	0	 GREEN	↑	2041	0	 GREEN
<p><b>Lead Officer:</b> Sian Jones - Public Protection Manager  <b>Reporting Officer:</b> Sian Jones - Public Protection Manager  <b>Aspirational Target:</b>  <b>Progress Comment:</b> There has been an increase in both the number of reported incidents and recorded domestic crimes. There were 747 reports resulting in 445 recorded crimes in Q3, compared with 678 reports and 414 recorded crimes in Q2. This suggests that people are becoming more confident in reporting.</p> <p>Last Updated: 26-Jan-2018</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
IP1.6.4.4M04 The number of incidents of sexual assaults reported to North Wales Police	100	97	0	 GREEN	↓	308	0	 GREEN

**Lead Officer:** Sian Jones - Public Protection Manager

**Reporting Officer:** Sian Jones - Public Protection Manager

**Aspirational Target:**




**Progress Comment:** Improved responses across agencies is helping to provide victim with assurance that they will be provided with an appropriate response when reporting incidents of sexual assault. Measures to hold perpetrators accountable are vital in demonstrating that we are serious in tackling sexual violence. During this period there were 97 recorded cases of sexual assault compared to 100 cases recorded during Q2. The most common suspect age was 15 and most common victim age was 15 years of age. In most of the cases, the suspect was either a partner or known to the victim. This highlights the importance of education on relationships and sexual respect to children and young people in schools and other youth settings.




Last Updated: 16-Jan-2018

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## RISKS

### Strategic Risk

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 - Policy Advisor (Equalities and Cohesion)	Jane M Davies - Senior Manager, Safeguarding & Commissioning				Open
<p><b>Potential Effect:</b> Employees will not recognise when adults and children are at risk and will not take appropriate action.</p> <p><b>Management Controls:</b> Safeguarding workshops were held during Safeguarding Week in November 2017; a safeguarding awareness training programme is now in place ensuring regular training opportunities are available to employees.</p> <p><b>Progress Comment:</b> Safeguarding training is available and a communication plan is being implemented which will increase employee awareness of safeguarding issues. Safeguarding is included within the corporate induction via e-learning, ensuring new employees can recognise the signs and know how to make a report. Safeguarding awareness workshops were delivered during National Safeguarding Week in November 2017 and further training is planned for January and February 2018.</p> <p>Last Updated: 15-Jan-2018</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 - Policy Advisor (Equalities and Cohesion)					Open
<p><b>Potential Effect:</b> 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><b>Management Controls:</b> Safeguarding training will be included in induction programme ensuring all new employees receive training. A range of safeguarding training for the workforce is being developed and numbers attending will be reported to the Corporate Safeguarding Panel.</p> <p><b>Progress Comment:</b> Safeguarding is included in the corporate induction ensuring all new employees have a basic understanding of safeguarding. Safeguarding training is provided regularly ensuring employees have the opportunity to access appropriate training.</p> <p>Last Updated: 15-Jan-2018</p>						

# Eitem ar gyfer y Rhaglen 5



## CORPORATE RESOURCES OVERVIEW AND SCRUTINY

<b>Date of Meeting</b>	Thursday, 15 <sup>th</sup> March 2018
<b>Report Subject</b>	Revenue Budget Monitoring 2017/18 (Month 10)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2017/18 (Month 10).

### RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2017/18 (Month 10) Report. Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
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### REPORT DETAILS

<b>1.00</b>	<b>EXPLAINING THE REVENUE BUDGET MONITORING POSITION 2017/18 (MONTH 10)</b>
1.01	The Revenue Budget Monitoring 2017/18 (Month 10) Report will be presented to Cabinet on Tuesday 23 January 2018. A copy of the report is attached as Appendix A to this report.

<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
2.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Month 10).

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	As set out in Appendix A; Revenue Budget Monitoring 2017/18 (Month 10).

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix A; Revenue Budget Monitoring 2017/18 (Month 10).

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

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<p><b>Revenue:</b> 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><b>Budget:</b> 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>





## CABINET

<b>Date of Meeting</b>	Tuesday, 20 <sup>th</sup> March 2018
<b>Report Subject</b>	Revenue Budget Monitoring 2017/18 (Month 10)
<b>Cabinet Member</b>	Leader of the Council and Cabinet Member for Finance
<b>Report Author</b>	Corporate Finance Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

This monthly report provides the current revenue budget monitoring position for 2017/18 for the Council Fund and Housing Revenue Account. The report presents the position, based on actual income and expenditure, as at Month 10 of the financial year. The report projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position is:-

#### **Council Fund**

- Net in-year expenditure forecasts an operating deficit of £0.375m
- The overall projected in-year position now includes £1.422m due to the change in accounting policy for Minimum Revenue Provision (MRP) charges as agreed by County Council on 1 March. This has the effect of eliminating the operating deficit with net spend projected to be £1.047m less than budget
- Projected Contingency Reserve balance as at 31 March is £8.119m although this reduces to £5.714m when taking account of agreed contributions for the 2018/19 budget

#### **Housing Revenue Account**

- Net in-year expenditure forecast to be £0.035m higher than budget
- Projected closing balance as at 31 March 2018 of £1.081m

RECOMMENDATIONS	
1	To note the overall report and the projected Council Fund contingency sum as at 31 <sup>st</sup> March 2018.
2	To approve the transfer of £0.250m from the contingency reserve to an earmarked reserve to use as a contingency against any financial issues arising as a result of implementing different service delivery methods (paragraph 1.23).
3	To note the projected final level of balances on the Housing Revenue Account (HRA).

## REPORT DETAILS

1.00	EXPLAINING THE MONTH 10 POSITION																																								
1.01	<p><b><u>Council Fund Overall Position</u></b></p> <p>The operating deficit is projected to be £0.375m which is a decrease of £0.533m from the deficit reported last month and is mainly due to additional grant funding received to support winter pressures within Social Services as detailed in 1.07.</p> <p>On 1<sup>st</sup> March 2018 County Council agreed a change to the Council's policy for accounting for the Minimum Revenue Provision (MRP) charge. This has resulted in a positive impact of £1.422m on the projected outturn which now shows spend as being £1.047m less than the budget.</p>																																								
1.02	<p><b><u>Council Fund Latest In-Year Forecast</u></b></p> <p>The table below shows the projected position by portfolio.</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Original Budget</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over / (Under) spend</th> </tr> <tr> <th></th> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>61.471</td> <td>62.454</td> <td>62.937</td> <td>0.483</td> </tr> <tr> <td>Community &amp; Enterprise</td> <td>12.518</td> <td>12.540</td> <td>11.664</td> <td>(0.876)</td> </tr> <tr> <td>Streetscene &amp; Transportation</td> <td>27.467</td> <td>27.578</td> <td>29.778</td> <td>2.200</td> </tr> <tr> <td>Planning &amp; Environment</td> <td>5.043</td> <td>4.931</td> <td>5.212</td> <td>0.281</td> </tr> <tr> <td>Education &amp; Youth</td> <td>10.966</td> <td>10.981</td> <td>11.169</td> <td>0.188</td> </tr> <tr> <td>Schools</td> <td>88.862</td> <td>88.928</td> <td>88.928</td> <td>0.000</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over / (Under) spend		£m	£m	£m	£m	Social Services	61.471	62.454	62.937	0.483	Community & Enterprise	12.518	12.540	11.664	(0.876)	Streetscene & Transportation	27.467	27.578	29.778	2.200	Planning & Environment	5.043	4.931	5.212	0.281	Education & Youth	10.966	10.981	11.169	0.188	Schools	88.862	88.928	88.928	0.000
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	People & Resources	4.283	4.118	4.537	0.419
	Governance	7.675	7.655	7.785	0.130
	Organisational Change 1	5.801	5.587	5.666	0.079
	Organisational Change 2	2.422	2.288	2.027	(0.261)
	Chief Executive	3.008	2.926	2.795	(0.130)
	Central & Corporate Finance	25.642	25.172	21.611	(3.561)
	<b>Total</b>	<b>255.156</b>	<b>255.156</b>	<b>254.109</b>	<b>(1.047)</b>
1.03	The reasons for the projected variances are summarised within Appendix 1 with key significant portfolio variances explained in paragraphs 1.04 to 1.12 below. As has been the practice in recent years where a variance has been due to a conscious change to policy or practice, the resulting variance is managed corporately with the relevant portfolio not expected to meet any shortfall.				
1.04	<p><u>Streetscene &amp; Transportation</u></p> <p>There is a projected overspend of £2.200m within this portfolio.</p> <p>The overspend partly comprises of the materialisation of some of the known significant risks identified when the 2017/18 budget was set by Council and other conscious changes to policy or practice which were detailed in the Month 4 report.</p> <p>The net position on the projected overspend excluding the conscious changes to policy and practice is a now an operating deficit of £0.864m which is an increase of £0.069m from last month.</p>				
1.05	<p><u>Social Services</u></p> <p>The projected outturn for Out of County placements in Children's Services is £1.433m over budget due to the number of high cost placements, this is a decrease of £0.029m from the figure reported in month 9 and is the net impact of new and ended placements.</p>				
1.06	To help mitigate the overspend a new project between Social Services and Education & Youth is being undertaken to more proactively respond to identified needs, better manage the demand for placements and to develop the market to be more to be more responsive and affordable. An additional allocation of £0.500m has been included as part of setting the 2018/19 budget to further assist in mitigating the position.				
1.07	This month additional grant funding of £0.428m is reported in the Older People service. This grant funding is to contribute to additional expenditure incurred in Social Services due to winter pressures.				

1.08	<p><u>Education &amp; Youth</u></p> <p>The projected outturn for the education element of Out of County placements is reporting an overspend of £0.348m however the Inclusion and Progression service overall has decreased by £0.024m to £0.298m due to reduced agency costs and increased income.</p>
1.09	<p>There is a continuing risk in the volatility of demand for Out of County Placements and the impact on service costs which cannot be predicted with any certainty. There is always a risk of significant variances occurring such as those reported in paragraphs 1.05 and 1.08 above. This area continues to be closely monitored.</p>
1.10	<p><u>Planning &amp; Environment</u></p> <p>There is a projected in-year Planning Fee Income shortfall of £0.260m due to the impact of the Welsh Government requirements for major developers to enter into pre consultation as detailed in the previous report.</p>
1.11	<p><u>Community &amp; Enterprise</u></p> <p>There is a projected underspend on the Council Tax Reduction Scheme (CTRS) of £0.598m based on current demand which will be kept under review throughout the year together. There is also a favourable variance on the Council Tax Collection fund of £0.415 due to Single Person Discount review work.</p>
1.12	<p><u>Central &amp; Corporate Finance</u></p> <p>There is a positive variance of £3.561m projected within this area which is an increase of £1.656m over month 9 which is due to a one off, in-year, underspend of £0.234m on centrally held inflation and £1.422m due to the change in accounting policy for MRP charges.</p> <p>Major variances within this area include a positive variance on the pension fund contributions, due to a lower than anticipated pressure to fund the in-year increase due to the actuarial review of £0.325m, offset by a shortfall in the corporate income target of £0.407m and lower than anticipated levels of car parking income at County Hall of £0.080m.</p> <p>There is also a positive variance due to the auto enrolment of employees to the pension scheme which became effective in October 2017 (now deferred until January 2018). As employers are legally compelled to enrol eligible staff into a qualifying pension scheme budget provision was set aside to meet potential pension contribution costs. Early analysis indicates that the actual numbers are less than originally estimated, and when combined with the postponement of the auto enrolment date, gives a favourable in year variance of £0.443m.</p>
1.13	<p><u>Significant Movements between Month 9 and Month 10 Budget</u></p> <p>There have been no significant budget movements between portfolios for Month 10.</p>

1.14	<p><b><u>Achievement of Planned In-Year Efficiencies</u></b></p> <p>The Council set a challenging target for the level of efficiencies to be achieved in year as part of its approach to annual budget planning. These efficiencies are generated from the three year service portfolio business plans and from corporate financial planning. The 2017/18 budget contains £8.433m of specific efficiencies which are tracked and monitored. In recent years the level of efficiency achievement has averaged at around 85% though the council aspires to raise this to 95% in 2017/18 as reflected in the recent MTFS KPI's.</p> <p>The current assessment of the efficiencies to be achieved in 2017/18 shows that £7.959m (94%) of the efficiencies would be achieved which is 1% less than the agreed target. There is a further risk that any ongoing under-achievement of efficiencies will have a recurring and negative impact on the 2018/19 budget. Further details on the current status on efficiencies can be seen in Appendix 3 with the overall impact in relation to any impact for 2018/19 being reviewed as part of the ongoing work on the MTFS.</p>
1.15	<p><b>Tracking of In Year Risks and Emerging Issues</b></p> <p>At the time of setting the Budget for 2017/18 a number of significant risks were identified including the costs of procuring local public and school bus services and the potential reduction of the Single Environment Grant.</p>
1.16	<p>In addition to the known risks referred to above there are also a number of new risks which have emerged in-year and are incorporated into the projected outturn.</p>
1.17	<p>A comprehensive and robust piece of work has been undertaken to assess the risks and mitigations of these variances and any potential impacts on the 2018/19 budget. The outcome of this work is detailed in the 'Stages One and Two of the Council Fund Budget 2018/19 and Planning for the Closing Stage Three' report which was reported to Council on 30 January 2018 and those with an impact into 2018/19 have been included in the 2018/19 budget which was approved by Council on 20 February 2018.</p>
1.18	<p><b>Winter Maintenance</b></p> <p>The recent adverse weather continues to put pressure on the winter maintenance budget which only provides for 'average' winter conditions comprising of 70 turnouts and 5 snow affected days. The service has already exceeded this number of turnouts and it is projected that spend will be £1.059m which exceeds the budget of £0.844m by £0.215m. However, this will be offset by the drawdown of part of the winter maintenance reserve (£0.095m) and part drawdown of a grant which is ring-fenced for rock salt (£0.120m). Future options to replenish the Winter Maintenance budget will need to be considered as part of the closedown of the accounts.</p>
1.19	<p><b>Inflation</b></p>

	Included within the 2017/18 budget are provision for pay (£0.915m), targeted price inflation (£0.313m), food (£0.051m), fuel (£0.033m) and Energy (£0.061m).
1.20	A limited amount of funding was set aside in the 2017/18 budget for non-standard inflation (NSI) which has now been allocated to relevant portfolios and any unallocated budget is reported as an in-year underspend included within Central and Corporate Finance.
1.21	<p><b>Reserves and Balances</b></p> <p><u>Un-earmarked Reserves</u></p> <p>The 2016/17 outturn reported to Cabinet on 18 July 2017 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £5.133m.</p>
1.22	<p>Taking into account the current projected underspend at Month 10 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2018 is projected to be £8.119m as detailed in appendix 4.</p> <p>However, as agreed as part of the 2018/19 budget an amount of £1.945m will be utilised to balance the budget on a temporary basis. In addition County Council on 1 March approved an additional amount of £0.460m for schools, again on a temporary basis. The available Contingency Reserve after taking account of these contributions will therefore be £5.714m.</p> <p>As presented to Council on 1 March it is essential that a sizeable contingency reserve is maintained to safeguard against some of the significant risks that the Council will face in 2018/19 and include the outcome of national pay negotiations, social care demands such as out of county placements and any shortfall in budgeted efficiencies and other unforeseen variances.</p>
1.23	The 2017/18 Budget Report included in its main body a recommendation that, as the Council continues to progress the implementation of different delivery methods for some of its services, it would be considered prudent to set aside some funding as a contingency against any financial issues arising in the early stages and it is recommended that a sum of £0.250m is now ring-fenced for this purpose.
1.24	<p><b>Housing Revenue Account</b></p> <p>The 2016/17 Outturn Report to Cabinet on 18 July 2017 showed an un-earmarked closing balance at the end of 2016/17 of £1.116m and a closing balance of earmarked reserves of £0.526m.</p>
1.25	The 2017/18 budget for the HRA is £33.633m which includes a movement of £0.035m from reserves.
1.26	The Month 10 monitoring for the HRA is projecting in year expenditure to be £0.035m lower than budget and a closing un earmarked balance as at 31

	March 2018 of £1.081m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
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<b>2.00</b>	<b>RESOURCE IMPLICATIONS</b>
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.

<b>3.00</b>	<b>CONSULTATIONS REQUIRED / CARRIED OUT</b>
3.01	None required.

<b>4.00</b>	<b>RISK MANAGEMENT</b>
4.01	There are in-year risks and emerging issues which are covered in the main section of the report from paragraph 1.15 to 1.17. Details of these risks were reported in full within the Month 4 report and any with an impact on 2018/19 have been included within the 2018/19 budget which was approved at Council on 20 February 2018.

<b>5.00</b>	<b>APPENDICES</b>
5.01	Appendix 1: Council Fund – Movement in Variances from Month 9 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

<b>6.00</b>	<b>LIST OF ACCESSIBLE BACKGROUND DOCUMENTS</b>
6.01	None required.  <b>Contact Officer:</b> Sara Dulson (Finance Manager) <b>Telephone:</b> 01352 702287 <b>E-mail:</b> <a href="mailto:sara.dulson@flintshire.gov.uk">sara.dulson@flintshire.gov.uk</a>

<b>7.00</b>	<b>GLOSSARY OF TERMS</b>
7.01	<b>Budget:</b> 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.

**Council Fund:** the fund to which all the Council's revenue expenditure is charged.

**Financial Year:** the period of twelve months commencing on 1 April.

**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.

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

**Reserves:** these are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.

**Revenue:** a term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.

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

**Variance:** difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.

**Virement:** the transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

**Medium Term Financial Strategy:** a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.



**Budget Monitoring Report**  
**Council Fund Variances**

**MONTH 10 - SUMMARY**

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
<b>Social Services</b>		
<b>Older People</b>		
Localities	(0.445)	Additional one off Welsh Government grant income of £0.428m to assist with Winter pressures, plus other minor favourable movements of £0.017m
Resources & Regulated Services	0.030	Additional demand due to winter pressures - mainly within Home care
Other Minor Variances	(0.004)	Minor variances
<b>Disability Services</b>		
Resources & Regulated Services	0.065	Changes to service user placement costs in the Physical Disability and Sensory Impairment service and externally provided supported living, plus some reductions of joint funding contributions from BCUHB
Other Minor Variances	(0.007)	Minor variances
<b>Mental Health Services</b>		
Other Minor Variances	(0.016)	Minor variances
<b>Children's Services</b>		
Out of County Placements	(0.029)	Net impact of new and ended placements
Other Minor Variances	0.007	Minor variances
<b>Development &amp; Resources</b>		
Other Minor Variances	0.046	Net minor variances with the largest being £0.024m on Charging Policy income and £0.024m on the Training budget
<b>Total Social Services</b>	<b>(0.353)</b>	
<b>Community &amp; Enterprise</b>		
Customer And Housing Services	(0.009)	Minor movements.
Council Fund Housing	0.076	Movement of £0.080m resulting from an unexpected increase in Alarm Monitoring costs for 17/18; Other minor movements £0.004m.
Regeneration	0.003	Minor movements.
Revenues & Benefits	(0.061)	Increased underspend on the provision for the Council Tax Reduction Scheme by £0.042m. Decrease in the surplus for Council Tax Collection Fund £0.025m. Enforcement Fee increased income £0.078m. Additional expenditure projected on Housing Benefit subsidy of £0.048m. Other minor movements within the service show a decrease of £0.014m.
Housing Programmes	0.000	Minor movements.
<b>Total Community &amp; Enterprise</b>	<b>0.010</b>	
<b>Streetscene &amp; Transportation</b>		
<b>Ancillary Services &amp; Performance</b>		
Waste Collection	0.032	Delay in the development of the new Rockcliffe Household Recycling Centre site.
<b>Highways Network</b>		
Other Minor Variances	0.024	Minor variances
<b>Transportation &amp; Logistics</b>		
Other Minor Variances	0.012	Minor variances
<b>Total Streetscene &amp; Transportation</b>	<b>0.068</b>	

<b>Planning &amp; Environment</b>		
<b>Business</b>		
Minor Variances	(0.020)	Minor variances
<b>Community</b>		
Minor Variances	0.001	Minor variances
<b>Development</b>		
Minor Variances	(0.002)	Minor variances
<b>Access</b>		
Minor Variances	0.002	Minor variances
<b>Shared Services</b>		
Minor Variances	0.000	Minor variances
<b>Strategy</b>		
Minor Variances	0.001	Minor variances
Management Strategy	0.002	Minor variances
<b>Total Planning &amp; Environment</b>	<b>(0.014)</b>	
<b>Education &amp; Youth</b>		
Inclusion & Progression	(0.024)	Adverse movement £0.011m relates to Out of County Placements. Balanced with favourable movements £0.035m from reduced agency costs and increased levels of income from within the service area.
Integrated Youth Provision	(0.013)	Minor variances from across service area.
School Improvement Systems	(0.015)	Minor variances from across service area.
Business Change & Support	0.045	Increase in Capita One regional costs due to enhanced software
School Planning & Provision	0.008	Minor variance from across service area.
<b>Total Education &amp; Youth</b>	<b>0.001</b>	
<b>Schools</b>	<b>(0.000)</b>	
<b>People &amp; Resources</b>		
HR & OD	(0.000)	Minor variances
Corporate Finance	(0.066)	Increased contributions from HRA and ADMs for finance support have been reported this month
<b>Total People &amp; Resources</b>	<b>(0.066)</b>	
<b>Governance</b>		
Legal Services	0.006	Minor variances
Democratic Services	(0.006)	Minor variances
Internal Audit	(0.000)	Minor variances
Procurement	0.000	Minor variances
ICT	0.023	Minor variances
<b>Total Governance</b>	<b>0.022</b>	
<b>Organisational Change 1</b>		
Public Libraries & Arts, Culture & Events	(0.016)	Minor changes offset between Leisure Services and Libraries.
Museums	0.000	Minor movements.
County Archives	(0.002)	Minor movements.
Leisure	0.020	Minor changes offset between Leisure Services and Libraries.
Community Assets	0.000	Minor movements.
<b>Total Organisational Change 1</b>	<b>0.002</b>	
<b>Organisational Change 2</b>		
CPM & Design Services	0.048	£0.050m anticipated reduction in design fees.
Minor Variances	(0.017)	Minor variances
<b>Total Organisational Change 2</b>	<b>0.031</b>	
<b>Chief Executive</b>	<b>0.001</b>	Minor variances
<b>Central and Corporate Finance</b>	<b>(1.656)</b>	Centrally held inflation one off in-year underspend £0.240m. Change to MRP policy £1.422m. Minor variances £0.006m.
<b>Grand Total</b>	<b>(1.955)</b>	

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## MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Social Services</b>						
<b>Older People</b>						
Localities	15.990	15.171	(0.819)	(0.375)	Residential and Nursing Care shows a projected overspend of £0.113m due to the increase in the Residential Care capital limit from £24k to £30k which wasn't fully funded by Welsh Government.  Domiciliary Care reflects a projected underspend of £0.515m based on existing service users, this position has improved significantly as a consequence of additional one-off grant funding by Welsh Government for managing Winter Pressures in the final quarter of this financial year.  Other underspends include £0.108m on Intake/First Contact of which £0.075m is due to part year vacancy savings from within the Single Point of Access team.  Locality Teams show an underspend of £0.267m due to short term vacancy savings for a number of posts.  Overall net minor variances amount to £0.033m.	Continue to lobby Welsh Government seeking regional support on the basis that the additional funding allocated by Welsh Government was inadequate to meet the full cost of additional service users.
Reablement Services	0.469	0.401	(0.068)	(0.071)	Reablement reflects a projected underspend of £0.068m which is due to additional Continuing Health Care (CHC) funding from BCUHB	Continue to monitor and review.
Community Equipment Contribution	0.478	0.365	(0.113)	(0.105)	Following review and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward. In the longer term this saving has been earmarked for funding of some of the revenue costs for the new extra care facilities.	These savings have been earmarked for future realignment to meet some of the revenue costs funding requirement for the new Flint Extra Care facility - Llys Raddington.
Resources & Regulated Services	5.983	5.595	(0.388)	(0.418)	The main influences on the projected underspend of £0.418m are short term vacancy savings within extra care schemes £0.205m due to recruitment and retention difficulties in the care sector. Additional residential client contributions amount to £0.220m, and other minor variances amount to a net £0.037m.	Continue to monitor and review.
Minor Variances	0.234	0.232	(0.002)	(0.003)		
<b>Disability Services</b>						
Resources & Regulated Services	19.744	19.870	0.126	0.061	The increased projected overspend of £0.126m is mainly due to demand influences within in-house and externally provided Supported Living, there are some offsetting under and overspends within Work Opportunities/Day Centre and PDSI services are being reviewed with a view to corrective action being taken by way of budget realignment.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Disability Services	0.716	0.551	(0.165)	(0.185)	Increased CHC Funding for two service users under Transition to Adulthood from BCUHB. In addition, the contribution the Council is required to make for four high cost Transition service users to Welsh Government for residential college placements has reduced.	Continue to monitor and review.
Administrative Support	0.168	0.006	(0.162)	(0.142)	The projected underspend is due mainly to short term vacancy savings.	Continue to monitor and review.
Minor Variances	0.692	0.727	0.035	0.041		
<b>Mental Health Services</b>						
Residential Placements	1.140	1.412	0.272	0.263	Ongoing pressure due to the numbers of long term residential placements, despite maximisation of opportunities to secure joint funding contributions from BCUHB	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Minor Variances	2.525	2.438	(0.087)	(0.062)		

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Children's Services</b>						
Family Placement	2.464	2.671	0.207	0.203	The projected overspend is due to the number of children in care. There has been an increase in the number of children who are subject to Foster Care/Special Guardianship/Adoption who have moved through the age barriers. Other influences include new adoption and Special Guardianship Order (SGO) payments and new Foster Carers entering the system, foster carers progressing from Level 1, 2, 3 and 4. Travel costs and Christmas and birthday allowances.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Family Support	0.296	0.371	0.075	0.074	There are pay pressures due to a combination of new contractual arrangements having been implemented for sessional workers and a number of the staff working significant additional hours.	Continue to monitor and review.
Prevention & Support	0.142	0.210	0.067	0.049	The projected overspend relates to additional costs of legal fees including costs of barristers, court costs and professional fees relating to medical examinations.	Continue to monitor and review
Professional Support	4.797	5.036	0.239	0.250	The projected overspend is due mainly to ongoing service pressures particularly within Prevention and Support, and is influenced by the need to support wider regional work on child protection issues	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action.
Out of County Placements	3.641	5.074	1.433	1.462	This pressure is a continuation in the increase in the number of high cost placements which was partly influenced by interpretations of additional responsibilities under the Social Services and Well-being (Wales) Act 2014.	Pressure included in 2018/19 budget as partial mitigation. A project group has been set up to more proactively respond to identified needs, better manage demand for placements and develop the market to be more responsive and affordable.
Minor Variances	1.149	1.110	(0.038)	(0.033)		
<b>Development &amp; Resources</b>						
Charging Policy income	(2.641)	(2.759)	(0.118)	(0.142)	The projected underspend is due to surplus income which is mainly caused by the full year impact of changes to disregard rules on financial assessments which came into effect from August 2016	Continue to monitor and review.
Safeguarding Unit	0.810	0.913	0.103	0.097	There are continued significant demand influenced pressures on this service particularly within Adults safeguarding due to a significant increase in the numbers of referrals and the ongoing impact of the Deprivation of Liberty Safeguarding (DoLS) assessments.	Following recent feedback from Corporate Resources Overview and Scrutiny committee, a full review will be undertaken of the reasons for this overspend and an action plan will be drawn up with a view to early remedial action. A pressure for DoLS has been approved as part of the 2018/19 budget.
Good Health	0.941	0.819	(0.122)	(0.121)	The projected underspend is due to a number of short term vacancy savings and from recouping an overpayment from a Voluntary Organisation.	Continue to monitor and review.
Minor Variances	2.715	2.725	0.009	(0.008)		
<b>Total Social Services</b>	<b>62.454</b>	<b>62.937</b>	<b>0.483</b>	<b>0.836</b>		

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Community &amp; Enterprise</b>						
Customer And Housing Services	1.568	1.606	0.038	0.046	Additional expenditure projected on Temporary Homeless Accommodation of £0.035m resulting from a reduction in Housing Benefit income due to Universal Credit roll out. Other variances across the service £0.003m.	Continue to monitor increased expenditure in the Homelessness Service and report on any significant variances.
Council Fund Housing	(0.372)	(0.339)	0.033	(0.043)	There has been an unexpected increase in Telecare costs due to a delay in implementing a new Alarm Monitoring contract, however, this is being offset by Vacancy savings within the Accommodation Support service. Purchase of carelink equipment of £0.042m. Other minor variances across the service £0.010m.	Continue to monitor expenditure in 17/18 and into 18/19.
Regeneration	0.412	0.515	0.103	0.100	Variance relates to Markets income review £0.054m and unachieved framework income for Energy Efficiency projects within 2017/18 £0.050m. Other minor variances within the service £0.001m.	Continue to closely monitor income levels. A budget pressure for Markets has been approved for 2018/19.
Revenues & Benefits	10.792	9.737	(1.054)	(0.994)	Projected underspend on the budgeted provision for Council Tax Reduction Scheme £0.598m. Anticipated surplus on the Council Tax Collection Fund following the conclusion of the Single Person Discount review work £0.415m. Overachievement of Enforcement Fee income in In House Bailiff team £0.079m. Other minor variances within the service £0.038m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year. Additional efficiency from SPD review and CTRS reflected in 2018/19 budget.
Housing Programmes	0.140	0.145	0.005	0.005	Minor variances.	Continue to monitor and review.
<b>Total Community &amp; Enterprise</b>	<b>12.540</b>	<b>11.664</b>	<b>(0.876)</b>	<b>(0.886)</b>		
<b>Streetscene &amp; Transportation</b>						
<b>Ancillary Services &amp; Performance</b>						
Waste Collection	7.118	7.620	0.502	0.470	Adverse variance of £0.200m relating to lower than anticipated energy production at the Landfill sites and reduced electricity sales from reducing levels of gas extraction. Environment and Sustainable Development (ESD) grant pressure £0.111m due to the reduction of the grant in 17/18 of 3.7%. Delay in the development of the new Rockcliffe HRC site resulting in additional running costs of two existing sites continuing to operate £0.100m. Increase in CPI apply to the waste treatment contract of 2.8% above the 1% built into the monitoring, 0.030m. £0.020m pressure from additional NNDR costs due to the reassessment of two HRC sites. Potential risk around plastic recycling prices. Its expected in 6 months time prices will drop due to external market factors.	Energy production income levels being monitored monthly and contracts being prepared for the service to be outsourced. Reported in Programme Board Efficiency Tracker Pressure from reduction in grant and renewable energy income reflected within the 2018/19 budget.
Parking & Enforcement	(0.084)	0.018	0.102	0.102	Shortfall of income from Flint Car Parking £0.100m. Pressure due to the town centre re-development being ongoing and impacting on the rollout of changes across the town.	Keep under review as part of MTFS Reported in Programme Board Efficiency Tracker
Other Minor Variances	0.796	0.795	(0.001)	(0.001)		
<b>Highways Network</b>						
Highways Network	7.466	7.836	0.370	0.345	Due to ongoing discussions on Community Asset Transfers (CATs), the maintenance liability being transferred for Cemeteries to Town/Community Councils totalling £0.050m is not yet implemented. Street lighting energy prices above the 2% standard with an increase of 16% resulting in a pressure of £0.131m. Public conveniences at Holywell and Mold (New Street) were due to close in April this year, however they will not close until March 2018 resulting in a pressure of £0.063m. Balance a cumulative amount of minor variances.	Continue to monitor street lighting energy prices. Pressure for street lighting included as part of 2018/19 budget. Reported in Programme Board Efficiency Tracker.
<b>Transportation &amp; Logistics</b>						
Logistics & Resource Services	4.518	4.716	0.198	0.189	Shared specialist plant with neighbouring Authorities has not materialised from 16/17 business planning proposal £0.050m. Increase in Fleet insurance premium for 17/18 £0.100m	Pressure to reflect unachieved efficiency included in 2018/19 budget.
School Transport	4.734	4.919	0.185	0.185	Ongoing additional subsidy costs following re-procurement for covering various school transport routes £0.185m	Reported in Programme Board Efficiency Tracker
Transportation	1.598	2.440	0.842	0.842	Ongoing additional subsidy costs following re-procurement for covering various public transport routes following the previous operator going into liquidation and the delay in introducing the Bus Subsidy efficiency in 17/18 £0.840m	Pressure to address transport issues include within 2018/19 budget. Reported in Programme Board Efficiency Tracker
Other Minor Variances	6.166	6.352	0.187	0.184		
<b>Total Streetscene &amp; Transportation</b>	<b>27.578</b>	<b>29.778</b>	<b>2.200</b>	<b>2.132</b>		

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Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Planning &amp; Environment</b>						
<b>Business</b>						
Pollution Control	0.476	0.509	0.033	0.049	Fixed term contract EHO posts secured in 2016 and met though the portfolio budget in 2016/17 were recruited to undertake the issues of unlicensed and unsafe residential properties following the successful prosecution of the unlicensed property house of Multiple Occupation at Hyperion House, Sealand in 2015. Increased demand and expectations are being met currently with these additional posts. For the financial year 2017/18 funding for one EHO Post has been secured from the Transition Grant Homelessness.	Secured funding for 2018/19 from Invest to Save for the 2 EHO posts for one financial year.
Minor Variances	1.086	1.073	(0.013)	(0.010)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
<b>Community</b>						
Pest Control	0.004	0.066	0.061	0.054	Despite the fact that the service has seen an increase in referrals during 2016/17 and onwards into 2017/18, the income target is unlikely to be achieved, based on current projections.	
Minor Variances	0.896	0.839	(0.058)	(0.052)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
<b>Development</b>						
Development Management	(0.384)	(0.143)	0.241	0.236	The projected Planning Fee Income shortfall has increased and is now currently projected at £0.260m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast but the number of applications has increased. The annual income target for non-statutory Pre-Application Fees was met in Q1 and income has continued to remain at consistent levels.	Continue to monitor Planning Fee levels and adjust outturn accordingly. Pressure to reflect reduction in income included within 2018/19 budget.
Minor Variances	0.158	0.110	(0.048)	(0.041)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
<b>Access</b>						
Greenfield Valley	0.326	0.293	(0.034)	(0.034)	Vacancy savings and reduced zero hours contracts	Service review within Countryside is currently being undertaken
Minor Variances	1.015	1.008	(0.007)	(0.008)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
<b>Shared Services</b>						
Minor Variances	0.177	0.177	0.000	(0.000)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
<b>Strategy</b>						
Minor Variances	0.833	0.820	(0.013)	(0.015)		Continue to monitor committed expenditure and reduce/remove expenditure where possible
Management Strategy	0.343	0.462	0.119	0.117	Balance of Business Planning Efficiencies for Staffing	Continue to monitor committed expenditure and reduce/remove expenditure where possible
<b>Total Planning &amp; Environment</b>	<b>4.931</b>	<b>5.212</b>	<b>0.281</b>	<b>0.296</b>		
<b>Education &amp; Youth</b>						
Inclusion & Progression	6.843	7.141	0.298	0.322	Variance largely relates to Out of County placements £0.348m. Includes other minor variances from across the service area (£0.050m).	Continue close monitoring arrangements and updates following moderation meetings.
Integrated Youth Provision	1.343	1.284	(0.059)	(0.046)	Minor variances from across service area.	
School Improvement Systems	1.807	1.744	(0.063)	(0.049)	Minor variances from across service area.	
Business Change & Support	0.377	0.381	0.005	(0.040)	Minor variances. Includes savings following the review of software purchase.	
Minor Variances	0.611	0.619	0.008	0.000		
<b>Total Education &amp; Youth</b>	<b>10.981</b>	<b>11.169</b>	<b>0.188</b>	<b>0.187</b>		
<b>Schools</b>	<b>88.928</b>	<b>88.928</b>	<b>(0.000)</b>	<b>(0.000)</b>		
<b>People &amp; Resources</b>						
HR & OD	2.029	2.227	0.198	0.198	Due to partial achievement of business planning efficiency and loss of income contribution from Wrexham Occupational Health Services	Service delivery options are being considered for the Occupational Health Service and a pressure to reflect this has been included in 2018/19 budget.
Corporate Finance	2.089	2.310	0.221	0.288	This is due to the roll out of manager self service and the operating model review taking longer than planned	Continue to look for income maximisation and progress the structural review
<b>Total People &amp; Resources</b>	<b>4.118</b>	<b>4.537</b>	<b>0.419</b>	<b>0.486</b>		

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## MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Governance</b>						
Legal Services	0.688	0.710	0.023	0.017	Minor variances	Continue to monitor and review
Democratic Services	1.924	1.936	0.012	0.018	Minor variances	Continue to monitor and review
Internal Audit	0.443	0.375	(0.069)	(0.068)	Ther underspend is due to in-year vacancies	Continue to monitor and review
Procurement	0.168	0.274	0.106	0.106	Due to a concious decision to no longer pursue supplier income for registration onto the Councils payment portal	Pressure included in 2018/19 budget.
ICT	4.432	4.490	0.058	0.035	There is a projected overspend of £0.023m within records management mostly due to higher volumes of box destruction. This will however reduce storage costs in future years. There is also an unachieved business planning efficiency of £0.035m.	Continue to monitor and review.
<b>Total Governance</b>	<b>7.655</b>	<b>7.785</b>	<b>0.130</b>	<b>0.108</b>		
<b>Organisational Change 1</b>						
Public Libraries & Arts, Culture & Events	0.763	0.753	(0.010)	0.007	Minor variances.	Continue to monitor and report on any significant variances.
Museums	0.028	0.028	(0.000)	(0.000)	Minor variances.	Continue to monitor and report on any significant variances.
County Archives	0.286	0.288	0.002	0.004	Minor variances.	Continue to monitor and report on any significant variances.
Leisure	4.485	4.572	0.087	0.067	Aura Leisure and Libraries Ltd was established on 1st September. This was delayed by 2 months due to a range of queries in 3 separate responses from the Financial Conduct Authority (FCA) in registering the company. These issues are now resolved.	Continue to monitor and report on any significant variances.
Community Assets	0.024	0.024	0.000	0.000	Minor variances.	Continue to monitor and report on any significant variances.
<b>Total Organisational Change 1</b>	<b>5.587</b>	<b>5.666</b>	<b>0.079</b>	<b>0.077</b>		
<b>Organisational Change 2</b>						
Administrative Buildings	1.241	1.129	(0.112)	(0.115)	£(0.107)m estimated efficiencies from the closure of phases 3 and 4 in County Hall. Other minor variances	Continue to monitor and report on any significant variances.
Property Asset And Development	0.446	0.366	(0.080)	(0.084)	£(0.066)m in year salary savings. Other minor variances	Continue to monitor and report on any significant variances.
Caretaking & Security	0.302	0.249	(0.053)	(0.050)	£(0.018)m contractor savings. Other minor variances	Continue to monitor and report on any significant variances.
CPM & Design Services	0.691	0.565	(0.125)	(0.174)	£(0.045)m projected additional income above target. £(0.070)m in year salary savings. Other minor variances.	Continue to monitor and report on any significant variances.
Industrial Units	(1.153)	(1.080)	0.073	0.089	£0.073m as a result of unachieved rental income, to be offset against office efficiencies.	Continue to monitor and report on any significant variances.
Minor Variances	0.763	0.798	0.035	0.042		
<b>Total Organisational Change 2</b>	<b>2.288</b>	<b>2.027</b>	<b>(0.261)</b>	<b>(0.292)</b>		
<b>Chief Executive</b>	<b>2.926</b>	<b>2.795</b>	<b>(0.130)</b>	<b>(0.132)</b>	in-year vacancy savings and underspends on specialist budgets such as sustainable development, Your Community/Your Council and public relations	Continue to monitor and review

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## MONTH 10 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	25.172	21.611	(3.561)	(1.905)	<p>An underachievement on the income target of £0.407m, though work is continuing to identify areas of opportunity.</p> <p>Support Services recharge, has resulted in a shortfall of £0.131m due to a reduction in overall operating costs.</p> <p>County Hall Car parking income shortfall of £0.072m.</p> <p>Reduced audit fees, underspend of £0.127m.</p> <p>Social Services, one off in year underspend of £1.608m held centrally to mitigate any in year overspends; £0.513m resulting from remaining pressure budgeted in 17/18 no longer required, £0.500m due to funding being secured from the Regional Integrated Care Fund, a revenue grant allocation on a one off basis.</p> <p>An additional £0.595m of Welsh Government funding for Social Care has recently been confirmed.</p> <p>Projected Pension fund variance £0.312m due to surplus of budget required for increase in contributions in 2017/18.</p> <p>Apprentice Tax Levy underspend of £0.079m, increased data has enabled a more accurate projection.</p> <p>Auto Enrolment of employees to the pension scheme became effective in October 2017. Early analysis indicates that the actual numbers are less than estimated which gives a favourable in year variance of £0.443m.</p> <p>Windfall income an underachievement of £0.060m.</p> <p>Centrally held inflation £0.254m, one off in year underspend.</p> <p>A change of Minimum Revenue Provision policy reduces outturn by £1.422m.</p> <p>Minor variances £0.014m</p>	<p>Work is continuing to identify areas of opportunity to generate income. A pressure has been included in the 2018/19 budget which will partially mitigate this.</p> <p>Budget pressures and efficiencies have been included to address these within the 2018/19 budget.</p> <p>Social Services issues which have been included within 2018/19 budget.</p> <p>Pension Fund / Apprentice Tax Levy - Keep under review in year to consider potential for mitigation of 18/19 pressure. Auto enrolment - further analysis is required to assess the impact on 2018/19. Efficiency for pension fund contribution has been included as part of 2018/19 budget. Continue to monitor and review.</p>
<b>Grand Total</b>	<b>255.156</b>	<b>254.109</b>	<b>(1.047)</b>	<b>0.908</b>		



**2017/18 Efficiencies Outturn - Under or Over Achieved**

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2017/18 £(m)	2017/18 £(m)	2017/18 £(m)
<b>People &amp; Resources</b>			
Finance - Implementation of Collaborative Planning Software to finance to improve and automate our processes thus enabling workforce efficiencies. Phased roll out of new finance model.	0.270	0.160	(0.110)
Review of Human Resources & Organisational Design operating model and job roles and various other efficiencies.	0.148	0.052	(0.096)
DBS recharges	0.058	0.025	(0.033)
<b>Total People &amp; Resources</b>	<b>0.476</b>	<b>0.237</b>	<b>(0.239)</b>
<b>Governance</b>			
ICT - Reduction in management, staff and non pay costs.	0.350	0.310	(0.040)
<b>Total Governance</b>	<b>0.350</b>	<b>0.310</b>	<b>(0.040)</b>
<b>Social Services</b>			
Develop alternative approaches to in house day services and work opportunity schemes.	0.250	0.130	(0.120)
<b>Total Social Services</b>	<b>0.250</b>	<b>0.130</b>	<b>(0.120)</b>
<b>Organisational Change 1</b>			
Alternative Delivery Models	0.415	0.335	(0.080)
<b>Total Organisational Change 1</b>	<b>0.435</b>	<b>0.355</b>	<b>(0.080)</b>
<b>Community &amp; Enterprise</b>			
Council Tax Reduction Scheme.	0.200	0.798	0.598
<b>Total Community &amp; Enterprise</b>	<b>0.200</b>	<b>0.798</b>	<b>0.598</b>
<b>Streetscene &amp; Transportation</b>			
Develop energy production at landfill.	0.100	0.000	(0.100)
Review subsidised bus routes.	0.350	0.000	(0.350)
<b>Total Streetscene &amp; Transportation</b>	<b>0.450</b>	<b>0.000</b>	<b>(0.450)</b>
<b>Planning &amp; Environment</b>			
Staffing - management restructure.	0.125	0.062	(0.063)
Self financing for Public Protection Services.			
- Animal & Pest Control.			
- Licencing Charging.	0.030	0.000	(0.030)
Increase in planning fees (15% WG increase) and applications	0.015	0.000	(0.015)
Increase in number of planning applications	0.035	0.000	(0.035)
<b>Total Planning &amp; Environment</b>	<b>0.205</b>	<b>0.062</b>	<b>(0.143)</b>
<b>Total 2017/18 Budget Efficiencies</b>		<b>100</b>	<b>8.433</b>
<b>Total Projected 2017/18 Budget Efficiencies Underachieved</b>		<b>6</b>	<b>0.474</b>
<b>Total Projected 2017/18 Budget Efficiencies Achieved</b>		<b>94</b>	<b>7.959</b>



**Movements on Council Fund Unearmarked Reserves**

	£m	£m
Total Reserves as at 1 April 2017	10.953	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		5.184
Less – allocation from the Contingency Reserve to support initial set up costs and final technical support for the Community Asset Transfer (CAT) of Holywell Leisure Centre and Alternative Delivery Model (ADM) agreed in 2016/17		(0.050)
Less – allocation from the Contingency Reserve to provide financial support to meet in-year budget pressures in 2017/18 for regional economic structures and support for events		(0.052)
Add – projected outturn underspend		1.047
Add – Amount released from earmarked reserves as agreed by Council as part of 2018/19 budget		1.990
<b>Total Contingency Reserve as at 31<sup>st</sup> March 2018</b>		<b>8.119</b>
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)
<b>Total Contingency Reserve available for 2018/19</b>		<b>5.714</b>



**Budget Monitoring Report**  
**Housing Revenue Account Variances**

**MONTH 10 - SUMMARY**

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
<b>Housing Revenue Account Income</b>	(32.269)	(32.377)	(0.108)	(0.080)	£0.080m reflects the decision to delay implementation of Service Charges to 1st April 2018 (from January 2018) to allow more time for full consultation. £0.034m relates to the loss of income on garages following refurbishments and demolition. £0.227m relates to a reduction in the contribution towards the provision for bad debts. £0.064m relates to Council Tax credits. £0.064m relates to delays in the handover of new properties compared to the estimated dates in the original business plan. The remaining £0.005m relates to minor variances.	
Capital Financing - Loan Charges	7.545	7.486	(0.059)	(0.059)	£0.118m relates to a reduction in the expected interest charge for HRA borrowing. This is because interest rates have remained low since the Brexit referendum. Borrowing costs have also been minimised through efficient treasury management. £0.016m relates to a reduction in the minimum revenue payment (MRP). This is calculated based on the total HRA borrowing at 31st March 2017 which was slightly lower than assumed in the budget. £0.075m relates to the anticipated support services charge relating to Corporate Management and Democratic Representation.	
Estate Management	1.633	1.588	(0.045)	(0.049)	Minor Variance	
Landlord Service Costs	1.386	1.405	0.019	(0.006)	Minor variance	
Repairs & Maintenance	8.559	8.017	(0.542)	(0.518)	A saving of £0.542m is anticipated on Repairs and Maintenance. £0.201m relates to staffing costs. £0.382m relates to subcontractor spend. This expenditure is reflected in the capital budget. £0.035m relates to increased costs for Fleet damage to vehicles. The remaining £0.006m relates to minor variances.	
Management & Support Services	2.273	2.205	(0.068)	(0.046)	Minor variance	
Capital Expenditure From Revenue (CERA)	10.863	11.293	0.430	0.608	The variance of £0.430m relates to an increase in the contribution from revenue towards capital costs. This increase is possible because of decreased costs elsewhere in the HRA. Contributing towards the capital budget from revenue reduces the requirement to borrow.	
HRA Projects	0.046	0.384	0.338	0.151	£0.333m relates to SHARP pre-development costs which were approved by Cabinet in March 2017. If these schemes are approved before 31st March 2018, then costs will be capitalised. The remaining £0.005m relates to minor variances.	In March 2017 Cabinet approved progression of site investigation works on several possible sites for SHARP. If, for any reason, schemes are not approved by 31st March 2018, these costs will be charged to the HRA.
Contribution To / (From) Reserves	(0.035)	0.000	0.035	0.000	HRA reserves will be kept at existing levels to meet Business Planning requirements in future years.	
<b>Total Housing Revenue Account</b>	<b>(0.000)</b>	<b>(0.000)</b>	<b>(0.000)</b>	<b>0.000</b>		



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## CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

<b>Date of Meeting</b>	Thursday 15 March, 2018
<b>Report Subject</b>	Forward Work Programme
<b>Cabinet Member</b>	Not applicable
<b>Report Author</b>	Democratic Services Manager
<b>Type of Report</b>	Operational

### EXECUTIVE SUMMARY

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

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

### RECOMMENDATION

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

## REPORT DETAILS

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



7.00	<b>GLOSSARY OF TERMS</b>
7.01	<b>Improvement Plan:</b> 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.

Mae'r dudalen hon yn wag yn bwrpasol

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

DATE	ISSUE	O&S FOCUS / PURPOSE	REPORT FROM
Thursday 19 <sup>th</sup> April 2018 10 am	'Equitable spending' Approach'	To consider how the information (and frequency) of the notice of motion on spend per towns to show the 'equitable spend' approach might be developed.	Gary Ferguson
	Revenue Budget Monitoring 2017 / 18	Monthly Monitoring	Sara Dulson
	Forward work programme	Approval and development	Robert Robins
Thursday, 17 <sup>th</sup> May 2018 10 am	Appraisals Progress Report	Monitoring	Sharon Carney
	Revenue Budget Monitoring 2017 / 18	Monthly monitoring	Sara Dulson
	Forward work programme	Approval and development	Robert Robins
Thursday, 14 <sup>th</sup> June 2018 10 am	Strategic Equality Plan Annual Report 2016/17	Monitoring	Karen Armstrong/Fiona Mocko
	Revenue Budget Monitoring 2017 / 18	Monthly monitoring	Sara Dulson
	Forward work programme	Approval and development	Robert Robins
Thursday, 12 <sup>th</sup> July 2018 10 am	Revenue Budget Monitoring	Monthly monitoring	Sara Dulson
	Forward work programme	Approval and development	Robert Robins

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The previous Corporate Resources O&SC had resolved at its January 2017 meeting to invite Ms Alwen Williams, the Wales director of BT to attend a meeting and provide an update on the provision of broadband in the County. Ms Williams had previously attended a meeting of the committee in April 2016.

Mae'r dudalen hon yn wag yn bwrpasol