

Public Document Pack

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Pennaeth Gwasanaethau Cyfreithiol a Democraataidd



To: Cllr Tim Newhouse (Chairman)

CS/NG

Councillors: Haydn Bateman, Marion Bateman,
Clive Carver, Peter Curtis, Ian Dunbar,
Andy Dunbobbin, Ron Hampson, Ray Hughes,
Richard Jones, Richard Lloyd, Mike Lowe,
Paul Shotton, Ian Smith and Arnold Woolley

1 May 2014

Tracy Waters 01352 702331
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Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 8TH MAY, 2014** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 1 - 10)
To confirm as a correct record the minutes of the meeting held on 16 April 2014.
- 4 **REVENUE BUDGET MONITORING 2013/14 (MONTH 11)** (Pages 11 - 62)
Report of Head of Finance enclosed.

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The Council welcomes correspondence in Welsh or English
Mae'r Cyngor yn croesawau gohebiaeth yn y Cymraeg neu'r Saesneg

5 **PEOPLE STRATEGY UPDATE** (Pages 63 - 68)

Report of Head of Human Resources and Organisational Development enclosed.

6 **FORWARD WORK PROGRAMME** (Pages 69 - 72)

Report of Member Engagement Manager enclosed.

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE **16 APRIL 2014**

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Thursday, 16 April 2014

PRESENT: Councillor Tim Newhouse (Chairman)

Councillors: Haydn Bateman, Marion Bateman, Clive Carver, Peter Curtis, Andy Dunbobbin, Ron Hampson, Richard Jones, Richard Lloyd, Paul Shotton, Ian Smith and Arnold Woolley

APOLOGIES:

Cabinet Member for Corporate Management, Councillors: Ian Dunbar, Ray Hughes and Mike Lowe
Chief Executive

CONTRIBUTORS:

Leader of the Council & Cabinet Member for Finance, Head of Finance, Head of Human Resources and Organisational Development, Head of ICT and Customer Services, Head of Assets and Transportation, Revenues & Benefits Manager and Finance Manager

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

Prior to the start of the meeting, Councillor Peter Curtis indicated that two of the reports had been considered at the earlier Housing Overview & Scrutiny Committee and queried why a joint meeting had not been held. The Member Engagement Manager responded that the reports referred to would have contained information relating particularly to Housing issues whereas the reports to this committee contained more corporate information. He added that only 15% of the agenda was duplicated and therefore a joint meeting with the two committees was not appropriate.

88. DECLARATIONS OF INTEREST

Councillor Arnold Woolley declared a personal interest in agenda item 4 – Improvement Plan Monitoring Report, as he was Chair of the Flintshire Scouts Executive Committee.

89. MINUTES

The minutes of the meeting of the Committee held on 13 March, 2014 had been circulated to Members with the agenda.

Matters Arising

Councillor Clive Carver referred to the penultimate paragraph on page 4 and indicated that he had not received the information on the number of

vacancies that had been requested at the meeting. The Head of Human Resources and Organisational Development apologised for the delay in providing the information but advised that she had sent it to the Member Engagement Manager just before the start of this meeting for circulation to Members. She asked Members to contact her if they had any further queries following receipt of the information.

RESOLVED:

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

90. IMPROVEMENT PLAN MONITORING REPORT

The Chairman introduced the report for Members to note and consider elements of the 2013/14 Mid Year Improvement Plan Monitoring report relevant to the Committee for the period October to December 2013. He introduced the officers in attendance for each section to the Committee.

Councillor Richard Jones felt that presentations by the officers should be provided as had been at the earlier meeting of Housing Overview & Scrutiny Committee.

Councillor Paul Shotton referred to appendix one on Welfare Reform and asked whether assistance had been put in place to help tenants who wanted to downsize and he welcomed that employees in the Flintshire Connects offices would be able to provide assistance to Universal Credit claimants. He also sought clarification on whether the Connah's Quay Flintshire Connects office would be opening in June 2014 as scheduled and whether it would enable a more agile working arrangement. In response, the Revenues and Benefits Manager said that the lack of smaller properties for tenants to move into was a problem and work was ongoing to try and identify an outcome. On the issue of Universal Credit, he commented on the partnership agreement that was in place to provide support for claimants, which was funded by the Department of Work and Pensions (DWP). He added that the first tranche in the pilot scheme were single people under the age of 25 so an increase in demand for assistance was not expected due to the small numbers eligible under the pilot scheme. The Head of ICT and Customer Services confirmed that the Connah's Quay Flintshire Connects office was expected to open on 9 June 2014 as scheduled. The majority of staff from the Connah's Quay Council Office were being relocated to the Flint office along with some employees from Phase 4 in County Hall. Due to the number of staff now based in the Flint office, agile working was being adopted and encouraged.

Councillor Arnold Woolley queried the date on appendix one and was assured by the Head of ICT and Customer Services that the data related to Quarter 3 – October to December 2013.

In referring to the issue of hotdesking and agile working, Councillor Marion Bateman asked whether it was possible for Members to have Flintshire County Council owned mobile phone numbers for officers working from home as they were not displayed on the infonet. The Head of ICT and Customer Services confirmed that officer's work extension numbers could be transferred to an alternative number such as their mobile or home number. However, this was not applied consistently in all areas of the Council and he agreed that Flintshire County Council owned mobile numbers should be published on the infonet. Councillor Clive Carver also raised concern about not being able to contact those officers who were working from home. He referred to the Council's new website which he had experienced difficulty in navigating around as he felt that some of the information was not where he expected it to be. Councillor Richard Jones also commented on the difficulties of contacting officers on Council owned mobile numbers and that the issue was particularly a problem in Social Services.

Councillor Marion Bateman commented on electronic document management and stressed the importance of ensuring that documents were scanned in chronological order

In response to a question from Councillor Richard Lloyd about Community Asset Transfer and a suggestion that land that the Saltney Scout Group were based on had been offered to the District Scout Committee, the Head of Assets and Transportation said that he was not aware of such a suggestion but that he would check and would respond to Councillor Lloyd directly.

Councillor Haydn Bateman asked whether the establishment of the Welfare Rights Team was permanent and sought clarification on increases in Fees and Charges. The Revenues and Benefits Manager confirmed that the Welfare Rights Team was an established team but the Welfare Reform Response Team was a temporary team which had been set up specifically to assist residents to deal with the changes resulting from welfare reform. On the issue of Fees and Charges, the Head of Finance said that it had been an aspiration of Flintshire County Council's to have a corporate authority wide approach to fees and charges and the significant piece of work to enable consideration of this was now being undertaken. Discussions with Members on how to develop it as part of the overall financial strategy would be undertaken later in the year. She explained that the work would be challenging as it may result in increased charges or charges being introduced for services that were not currently charged for and could involve looking at more discretionary services.

The issue of personal development plans arising from appraisals highlighted on page 26 was referred to by Councillor Arnold Woolley who sought clarification as to whether this had been undertaken and he also commented on the future actions. In response, the Head of Human Resources and Organisational Development referred to the organisational change model and the new senior management structure and confirmed that performance appraisals were already in place. She said that in recognition of

the changing size and shape of the organisation, the focus on performance and skills development through performance appraisals and development plans would become increasingly more critical. She commented that there would be renewed focus now around development plans which would be an important part of the transitional arrangements for the new operating model.

In referring to the issue of fees and charges, Councillor Peter Curtis commented on discussions at the recent meeting of the Housing Overview & Scrutiny Committee about charges for grass cutting. He asked that consideration be given to the impact of fees and charges on people when considering any future changes.

Councillor Richard Jones referred to appraisals and indicated that the problem of non-compliance could be resolved if it was included in all line manager's appraisals that all staff that they supervised had to have had an appraisal. On the issue of fees and charges, he had raised concern at budget time in February about a charge for financial management assistance for vulnerable people and reiterated the importance of being mindful of the impact of changing or implementing fees and charges. The Head of Human Resources and Organisational Development agreed with the comments on performance appraisals and advised that details of the numbers of completed appraisals were already included in the six monthly Heads of Service performance reports. The Head of Human Resources and Organisational Development added that it was essential for senior managers to be held directly responsible for ensuring that there were effective performance management arrangements in place for their teams and appraisals completed. Councillor Jones welcomed this which would allow monitoring of appraisals to be undertaken by the appropriate Overview & Scrutiny Committee and any resultant concerns to be reported to the Corporate Resources Overview and Scrutiny Committee. He also asked that his thanks be passed on to Mel Evans for the work he had undertaken on the Buckley Flintshire Connects Office. In response to a question from Councillor Jones on the asset transfer of Buckley Baths, the Head of Assets and Transportation advised that the transfer was currently in progress..

On the issue of fees and charges, the Head of Finance indicated that the issue would be a challenge but that any policy consideration would require an equalities impact assessment to assess the impact of implementation of, or changes to, fees and charges.

The Leader of the Council said that it was worth reiterating that not all fees and charges would automatically be increased as it had only been stated that a review would be undertaken. He explained that he had responded to the question raised by Councillor Jones at the Council's budget meeting but that he would ensure that the answer was circulated again. He felt that a review of fees and charges was an opportunity to look at the policy to ensure that a consistent approach was being undertaken which could result in additional income being generated if it was appropriate to do so. Councillor Marion Bateman suggested that Members should have sight of any future letters sent to Flintshire residents about changes to fees and charges as she

felt that the letter about grass cutting had been misleading. The Leader of the Council said that it was important to separate the policy review from the implementation aspect of any changes.

Councillor Haydn Bateman asked about the North Wales Procurement Partnership (NWPP) referred to on page 48. In response the Head of ICT and Customer Services advised that the partnership ceased approximately 18 months ago. Subsequently a Welsh National Procurement Service covering the whole public sector had been launched in November 2013. The Council had also become a member of the Welsh Purchasing Consortium (WPC) which was made up of 19 local authorities instead of six which formed the NWPP. Councillor Richard Jones stressed the need to ensure that local companies were used for supplying local goods and queried whether this would be more difficult as the Consortium covered a larger area. The Head of ICT and Customer Services said that it was important to get the balance right and said that Flintshire County Council was a member on the WPC Board and that sourcing of goods or services could also be regional or sub-regional. He explained that the WPC would set criteria for considering suppliers and it could not just be based on the fact that they were local; he also commented on lotting strategies. The Head of Assets and Transportation added that some contracts had community benefits clauses included in them, which he detailed, to ensure that some money was put back into the local economy.

RESOLVED:

That the Committee notes the 2013/14 Mid Year Improvement Plan Monitoring Report and will continue to highlight and monitor poor performance and feedback details of any challenge to the Policy, Performance & Partnerships Team for reporting to Cabinet where appropriate.

91. REVENUE BUDGET MONITORING 2013/14 (MONTH 10)

The Head of Finance introduced a report to provide Members with the Revenue Budget Monitoring 2013/14 (Month 10) information for the Council Fund and Housing Revenue Account (HRA) which had been submitted to Cabinet on 15 April 2014. She introduced the Finance Manager to the Committee. On this occasion, the information had gone to Cabinet prior to coming to Scrutiny simply as a result of the change made to the date of the April meeting.

For the Council Fund, the projected net in-year expenditure was reported to be £2.151m less than budget which was an increase of £0.170m on the £1.981m reported at Month 9. The main items contributing to the £0.170m variance included the identification of efficiencies under the Corporate Administration review and improved trading and reduced costs in Leisure which was offset by an overall increase in the cost of Out of County placements. This continued to be a significant pressure on the budget and there was a need to ensure the issue was monitored for the remainder of the 2013/14 financial year and into 2014/15 and onwards.

Carry forward requests were detailed in paragraphs 3.06 to 3.11 which were for works which had been planned for 2013/14 but had not been completed during this period. Section 5 detailed the budget assumptions and new risks and explained that the costs associated with the clean up of the former chemical plant in Sandycroft (Euticals Ltd) were being monitored monthly. The Head of Finance explained that it had previously been projected that the cost to the Council in 2013/14 would be £0.400m but it was now expected to be nearer to £0.300m, with further costs in 2014/15 which were being quantified; further details of the costs would be sent to Members when available. She added that the Council were now in ownership of the site and once the clean-up had been completed, it was planned that the site would be decommissioned and sold. Agreement of the clean up decommissioning plan would determine the cost in 2014/15.

The projected contingency reserve balance at 31 March 2014 was £4.792m. The overall projected underspend for the Housing Revenue Account (HRA) for 2013/14 was £0.089m and a projected closing balance at Month 10 of £1.522m, which at 5.33% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

In response to a query from Councillor Marion Bateman about whether the Council had incurred costs of £0.300m for the clear-up of the former Euticals site, the Head of Finance said that the Council and Natural Resources Wales had incurred costs and financial help had been sought from the Welsh Government but this had not been made available. Flintshire County Council had incurred costs due to its responsibilities for environmental protection to make the site safe and it was unlikely that all of the costs would be recovered.

Councillor Haydn Bateman asked about the winter maintenance reserve and whether it had been used. The Head of Finance explained that as part of the 2012/13 budget, it had been agreed that a reserve of £0.250m would be included for winter maintenance but due to the mild winter this had not been used so a top-up to the reserve would not be required as part of the closedown for the 2013/14 budget. There had been a requirement to purchase salt and replenish the stocks and details of the amounts spent would be available in the budget outturn report.

RESOLVED:

That the report be noted.

92. WELFARE REFORM UPDATE

The Revenues and Benefits Manager introduced a report to update Members on the latest position regarding Welfare Reform.

He detailed the background to the report explaining that it had been agreed that arrangements were needed to report on the operational aspects of managing Welfare Reform. Members had received an update at a

workshop in November 2013 and the report which was aligned to the Council's performance reporting cycle had been submitted to Cabinet in March 2014 and Housing Overview & Scrutiny Committee in April 2014. He provided details on the following key areas:-

- Benefit Cap
- Maximum Rent Social Sector (MRSS)
- Council Tax Reduction Scheme
- Discretionary Assistance Fund (DAF)
- Personal Independence Payments
- Universal Credit (UC)
- Discretionary Housing Payments (DHP)
- Welfare Reform Training and Development Programme
- Welfare Reform Response Team (WRRT)

The Leader of the Council thanked the Revenues and Benefits Manager for the detailed report. He detailed the reasons for its submission to other forums and said that the Council should be proud that it had gone above and beyond what other Councils had done in the United Kingdom and it meant that the Council was not fire-fighting. On the issue of Universal Credit, he said that the Council had not asked to be part of the pilot scheme and Shotton was the only area in Wales that had been selected. The point of the report was that once the Welfare Reform board had been dissolved and all was operational, there had been a need to ensure that all involved received updates, which he hoped Members welcomed and would continue to receive them in the future.

Councillor Paul Shotton thanked officers for the report but stated that he found aspects of the information reported to members about the impacts of welfare reform concerning. He referred to the crisis loan scheme which had been replaced by the DAF which was a cash limited fund which would initially run until March 2015. He asked whether a scheme would be put in place to replace the DAF when it ceased. He commented on the loophole within the MRSS (commonly known as Bedroom Tax) which had since been closed and the undertaking by Councils in London to move benefit claimants out of London because of the Benefit Cap. Councillor Shotton raised concern about the distress caused due to the delay in processing Personal Independence Payments and asked whether any processes were in place to rectify the problems experienced. He spoke of the Universal Credit pilot scheme in Shotton which had resulted in three claims being received and welcomed the comment that support would be provided for those affected at the Connah's Quay Council and Citizen's Advice Bureau offices. In response, the Revenues and Benefits Manager advised that the DAF scheme in England would not be available from April 2015 but an announcement for Wales was still awaited.

Councillor Ian Smith queried whether any tenants had been made homeless and asked whether tenants were building up rent arrears because of the 'bedroom tax'. In response, the Revenues and Benefits Manager said that he was not aware of any tenant becoming homeless because of the

changes in Welfare Reform. He added that he did not have the details with him but there had not been as many arrears as it had thought there might be. He commented on the direct payments of rents to tenants and said that this had seen a 50% to 60% increase in arrears but it was not a straightforward issue and it was difficult to assess.

Councillor Peter Curtis commented on the Personal Independence Payments for disabled persons who previously received Disability Living Allowance (DLA) and raised significant concern that the benefit claimants were being included in the category 'workers and shirkers'. He felt that the situation would get worse. He referred to the increase in rent arrears of £0.008k compared to the same period in 2012/13 and gave congratulations to the team involved for ensuring that claimants were given the best possible service. Councillor Curtis felt that there was a need to reconsider the housing allocation policy and raised concern at comments that claimants could take in lodgers so that they did not have to pay the 'bedroom tax'. He welcomed the proactive stance taken by the Council and the help and support that was being provided to claimants if they needed and wanted it.

Councillor Marion Bateman thanked the Revenues and Benefits Manager and his team for their hard work and asked what was in place to deal with the problems caused by direct payments to tenants. In response the Revenues and Benefits Manager commented on the safeguarding policy in place for those on Universal Credit which he detailed, which would protect landlords. He added that the idea of Universal Credit was that people took control of their own finances.

Councillor Arnold Woolley echoed the comments of congratulations to the Revenues and Benefits Manager and his team. He asked whether consideration had been given to sealing up bedrooms in oversized properties so that they could not be available to be used by the tenants and therefore would not incur the 'bedroom tax'. The Revenues and Benefits Manager responded that the property would still be classed as containing the same number of bedrooms no matter what was done with it. He added that tenants and/or landlords would still be receiving rent based on the number of bedrooms in the property, even if they were not all available for use.

Councillor Ron Hampson commented on the problems faced because of the 'bedroom tax' due to the lack of one and two bedroom properties. He felt that the amount of rent arrears would increase which he felt would be a tremendous strain on the Council.

Councillor Clive Carver referred to the earlier comment about safeguarding payments to the landlord but queried what happened to tenants when the landlord was not paid. The Revenues and Benefits Manager advised that if tenants were paid their housing benefit and this was not passed onto the landlord, then this was an issue for the landlord...

In response to a question from Councillor Richard Lloyd about whether landlords attended an accreditation scheme, the Revenues and Benefits

Manager confirmed that no such scheme was in place. Councillor Lloyd also asked what happened if tenants withheld rent because of issues with the rented property such as damp. The Revenues and Benefits Manager explained that if there was a dispute about the property and the landlord contacted the Council, contact would then be made with the tenant and the rent payment could be withheld until the dispute was resolved.

RESOLVED:

That the report be noted.

93. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the report to consider the Forward Work Programme for the Committee.

He detailed the items reported for consideration at the 8 May, 12 June and 10 July 2014 meetings but added that the Workforce Information report had been omitted from the Forward Work Programme. During earlier discussions, further information on appraisals had been requested, and the Member Engagement Manager suggested that this be incorporated into the Workforce Information report.

The Head of ICT and Customer Services advised that due to delays in the receipt of the Annual Improvement Report from Wales Audit Office, the report might not be available for consideration at the 8 May 2014 meeting.

In response to a query from Councillor Richard Lloyd about whether a monthly update on the former Euticals site at Sandycroft was to be provided, the Member Engagement Manager advised that he would ask the Head of Finance to include the information in the monthly Revenue Budget Monitoring reports about the amounts spent on the site.

RESOLVED:

- (a) That the Forward Work Programme be approved subject to the Committee noting that the Annual Improvement Report from Wales Audit Office may not be available for May 2014;
- (b) That the Workforce Information Report including progress on appraisals be included in the Forward Work Programme; and
- (c) That updates on the Euticals issue be included within the Revenue Budget Monitoring reports.

94. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 2.00 pm and ended at 3.52 pm)

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Chairman

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**
DATE: **THURSDAY, 8 MAY 2014**
REPORT BY: **HEAD OF FINANCE**
SUBJECT: **REVENUE BUDGET MONITORING 2013/14 (MONTH 11)**

1.00 PURPOSE OF REPORT

1.01 To provide members with the Revenue Budget monitoring 2013/14 report as at month 11.

2.00 BACKGROUND

2.01 Revenue budget monitoring reports are provided on a monthly basis to Corporate Resources Overview & Scrutiny Committee before being presented to Cabinet in the same cycle.

3.00 CONSIDERATIONS

3.01 The revenue budget monitoring report as at month 11 is attached which is scheduled for Cabinet on 13 May 2014.

3.02 Each month, budget monitoring reports are based on actual income and expenditure to a given point (in this case Month 11) but also project the most up to date position possible to year end.

4.00 RECOMMENDATIONS

4.01 Members are asked to note the report.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in the report.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Appendix A – Revenue budget Monitoring 2013/14 (Month 11) report.

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

**Contact Officer:
Telephone:
Email:**

FLINTSHIRE COUNTY COUNCIL**REPORT TO: CABINET****DATE: TUESDAY, 13 MAY 2014****REPORT BY: HEAD OF FINANCE****SUBJECT: REVENUE BUDGET MONITORING 2013/14 (MONTH 11)****1.00 PURPOSE OF REPORT**

1.01 To provide Members with the latest revenue budget monitoring information for 2013/14 for the Council Fund and the Housing Revenue Account, based on actual income and expenditure as at Month 11 and projected forward to year-end based on the most up to date information available.

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Paragraph 3.01	Council Fund Summary Table
Section 4	Inflation
Section 5	Monitoring Budget Assumptions & New Risks
Section 6	Unearmarked Reserves
Section 7	Housing Revenue Account
Appendix 1	Council Fund - Movement in Variances from Month 10
Appendix 2	Community Services -Variances Summary
Appendix 3	Environment -Variances Summary
Appendix 4	Lifelong Learning -Variances Summary
Appendix 5	Corporate Services -Variances Summary
Appendix 6	Central & Corporate Finance -Variances Summary
Appendix 7	Council Fund Unearmarked Reserves Summary
Appendix 8	Housing Revenue Account -Variances Summary
Appendix 9	Council Fund - Achievement of Efficiencies

2.00 EXECUTIVE SUMMARY

The projected year end position, as estimated at Month 11 is as follows:

Council Fund

- Net in year expenditure forecast to be £2.215m less than budget. (An increase of £0.064m on the £2.151m reported at Month 10).

- Projected contingency reserve balance at 31 March 2014 of £4.901m.

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.171m less than budget (£0.089m as at Month 10).
- Projected closing balance at 31 March 2014 of £1.605m.

3.00 COUNCIL FUND LATEST IN YEAR FORECAST

3.01 The table below shows a projected positive variation of expenditure against budget of £2.215m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend	
			Month 10	Month 11
	£m	£m	£m	£m
<u>DIRECTORATES (Service Groups)</u>				
Services for Adults	45.642	44.242	(0.793)	(0.780)
Services for Children	11.906	12.135	0.732	0.712
Housing Services	1.800	1.728	(0.258)	(0.254)
Development & Resources	1.688	1.628	0.051	0.114
TOTAL : COMMUNITY SERVICES	61.036	59.733	(0.268)	(0.208)
Assets and Transportation	6.015	6.091	(0.180)	(0.175)
Planning	1.708	1.717	(0.045)	(0.042)
Public Protection	3.455	3.464	(0.072)	(0.073)
Regeneration	0.715	0.704	0.022	0.032
Streetscene	19.320	19.210	0.370	0.331
Management, Support & Performance	1.088	1.076	(0.023)	(0.023)
TOTAL : ENVIRONMENT	32.301	32.262	0.072	0.050
Culture & Leisure	6.876	6.468	0.364	0.314
Inclusion Services	14.058	13.292	0.016	0.027
Primary School Services	43.374	43.277	(0.190)	(0.176)
Secondary School Services	36.638	37.500	(0.014)	(0.010)
Development & Resources	12.118	12.437	(0.278)	(0.313)
TOTAL : LIFELONG LEARNING	113.064	112.974	(0.102)	(0.158)
Chief Executive	2.356	2.303	(0.087)	(0.123)
Finance	14.265	14.225	(1.082)	(1.039)
HR & OD	2.427	2.422	(0.013)	(0.022)
ICT & Customer Services	4.922	5.048	(0.020)	(0.018)
Legal & Democratic Services	3.145	3.142	(0.145)	(0.148)
TOTAL : CORPORATE SERVICES	27.115	27.140	(1.347)	(1.350)
TOTAL DIRECTORATES	233.516	232.109	(1.645)	(1.666)
Central and Corporate Finance	26.236	27.643	(0.506)	(0.549)
Total	259.752	259.752	(2.151)	(2.215)

3.02 The original budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.

3.03 All the movements from Month 10 are summarised in Appendix 1 with the detailed reasons for all variances by Directorate summarised within Appendices 2 to 8.

Carry Forward Requests

3.04 During the period a number of areas have been identified that may require the carrying forward of funding into 2014/15. These items will be given careful consideration over the coming weeks and an update will be provided in the month 12 report with regard to those recommended for approval.

Programme of Efficiencies

3.05 The 2013/14 budget contains £5.331m of specific efficiencies and the table below summarises the current position in relation to the achievement of these items. The analysis shows that it is currently projected that £4.270m (80%) will be achieved resulting in a net underachievement of £1.061m.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
ALREADY ACHIEVED	2.583	2.583	0.000
EXPECTED TO BE ACHIEVED IN FULL	1.392	1.392	0.000
ACHIEVABLE IN PART	0.456	0.295	(0.161)
NOT ACHIEVABLE	0.900	0.000	(0.900)
Total	5.331	4.270	(1.061)

4.00 INFLATION

4.01 **Pay Inflation** of £0.734m is included within service budgets to reflect the national pay award agreed earlier in the year.

4.02 **Non Standard price inflation** – amounts for energy, fuel and food costs are included in the budget and held centrally. In month 6, £0.141m for food costs were allocated. The allocation for energy costs continues to be closely monitored and at this stage it is anticipated that all of this budget will be required to meet the increased costs in 2013/14 and this is reflected in the projected outturn.

5.00 MONITORING BUDGET ASSUMPTIONS AND NEW RISKS

- 5.01 Along with its strategic partners, the Council has intervened in relation to the former chemical plant in Sandycroft (Euticals Ltd). Estimated costs have now been revised and are reflected in the projections to the end of March 2014. This has reduced the anticipated expenditure in 2013/14 to £0.300m from the £0.400m previously estimated early in the financial year.
- 5.02 The Out of County Service in Lifelong Learning is demand led and is dependent on service user need; young people with a Statement of SEN are entitled to school-based education to the age of 19. Many of these have expensive placements given their severity of need. The numbers of these young people change throughout the year and any change can significantly affect projected expenditure. Similarly, expenditure for Out of County placements in Children's Services is also highly volatile. The focus of high cost placements are now a North Wales project and will continue to be reviewed.
- 5.03 Members will be aware that the Council sold its claims in LBI (formerly Landisbanki) in February 2014 and is no longer a creditor of LBI. There will be a need to complete the final impairment adjustment once CIPFA has issued the annual year end guidance on accounting for impairments in Icelandic banks; which will have a final revenue impact on the Central Loans and Investment account.

6.00 UNEARMARKED RESERVES

- 6.01 The 2012/13 final outturn reported to Cabinet on 16 July showed unearmarked reserves at 31 July 2013 (above the base level of £5.564m) of £3.409m after taking into account a commitment in 2013/14 for use of £0.297m to meet one-off time limited costs. In July, Cabinet allocated £0.250m to the Winter maintenance reserve, bringing the level in the reserve to £3.159m.
- 6.02 An amount of £0.518m has previously been set aside in relation to the Severe Weather costs of last year. The actual severe weather recovery costs of £0.473m have now been allocated to the Environment Directorate from the unearmarked reserves and replaces the previously reported estimate.
- 6.03 After bringing in the impact of the projected in year budget position the current projected level of the contingency reserve at the end of March 2014 is £4.901m

7.00 HOUSING REVENUE ACCOUNT

7.01 On 19 February 2013, the Council approved a Housing Revenue Account (HRA) budget for 2013/14 of £28.259m. The budget provided for a closing balance of £0.903m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

7.02 The 2012/13 final outturn reported to Cabinet on 16 July 2013 showed a closing balance at the end of 2012/13 of £1.931m which was £0.861m more than when the 2013/14 budget was set. This had the effect of increasing the opening balance for 2013/14 by the same amount.

7.03 For 2013/14 there is an overall projected under spend of £0.171m and a projected closing balance at Month 11 of £1.605m, which at 5.61% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

Carry Forward Request:

7.04 It is requested to carry forward £0.085m to fund software costs in relation to job scheduling and PDA's (Personal Digital Assistant hand held devices) that have not materialised in 2013/14 but will be purchased in 2014/15 and £0.015m due to the maisonette decant costs not being fully spent in the year.

7.05 Appendix 8 details the reasons for the significant variances occurring to date and the actions planned to deal with them.

8.00 RECOMMENDATIONS

8.01 Members are recommended to:-

- a) Note the overall report.
- b) Note the projected Council Fund contingency sum as at 31st March 2014 (paragraph 6.03).
- c) Note the projected final level of balances on the Housing Revenue Account (paragraph 7.03).
- d) Approve the carry forward request (paragraph 7.04)

9.00 FINANCIAL IMPLICATIONS

9.01 The financial implications are as set out in Sections 3.00 - 7.00 of the report.

10.00 ANTI-POVERTY IMPACT

10.01 None.

11.00 ENVIRONMENTAL IMPACT

11.01 None.

12.00 EQUALITIES IMPACT

12.01 None.

13.00 PERSONNEL IMPLICATIONS

13.01 None.

14.00 CONSULTATION REQUIRED

14.01 None.

15.00 CONSULTATION UNDERTAKEN

15.01 None.

16.00 APPENDICES

Council Fund - Movement in Variances from Month 10 - Appendix 1

Council Fund Significant Variances - Appendices 2 - 6

Council Fund - Movements on unearmarked reserves - Appendix 7

Housing Revenue Account Variances - Appendix 8

Council Fund - Achievement of Efficiencies - Appendix 9

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

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COUNCIL FUND - REVENUE BUDGET 2013/14
FLINTSHIRE COUNTY COUNCIL

Budget Monitoring (Month 11)
Summary of Movement from Month 10

	£m	£m
Month 10		
Service Directorates	(1.645)	
Central and Corporate Finance	(0.506)	
Variance as per Cabinet Report		(2.151)
Month 11		
Service Directorates	(1.666)	
Central and Corporate Finance	(0.549)	
Variance as per Directorate Returns		(2.215)
Change Requiring Explanation		(0.064)
<u>Community Services</u>		
Services For Adults		
• Locality Teams - Domiciliary Care £0.032m, the increase is due to the impact of new clients, including direct payment clients. Locality teams - there have been additional payments to voluntary organisations £0.018m. There has been some additional OT costs £0.015m and minor adaptations costs £0.015m and minor adaptations costs £0.022m due to an increase in service demand.	0.082	
• Disability Services (Resource and Regulated Services) - a review of transition client costs has taken place recently which has resulted in actual care costs in this service being less than originally anticipated.	(0.084)	
• Mental Health Services (Residential & Domiciliary) - reflects a budget realignment from Residential & Domiciliary to Mental Health Contract Services £0.024m. The balance £0.013m is due to a reduction of client	0.037	
• Other minor changes of less than £0.025m for Services for Adults	(0.022)	
		0.013
Development & Resources		
• Commissioning - this budget paid FCC's contribution to the North East Wales commissioning hub which has delivered efficiencies for the Council.	0.025	
• Training - expenditure commitments have now been established on the P2P system which has increased previous projections.	0.031	
• Other minor changes of less than £0.025m	0.007	
		0.063
Services For Childrens		
• Other minor changes of less than £0.025m	(0.020)	
		(0.020)
Housing Services		
• Other minor changes of less than £0.025m	0.004	
		0.004
Total: Community Services		0.060
<u>Environment</u>		
Assets & Transportation		
• Other minor changes of less than £0.010m	0.005	
		0.005
Planning		
• Other minor changes of less than £0.010m	0.003	
		0.003
Public Protection		
• Other minor changes of less than £0.010m	(0.001)	
		(0.001)
Regeneration		
• Cumulative minor changes of less than £0.010m	0.010	
		0.010
Streetscene		
• Waste Disposal & Collection - reduction in expected leachate monitoring income	0.015	
• Streetscene - Gritting costs reduced due to milder winter weather conditions	(0.050)	
• Other minor changes of less than £0.025m	(0.004)	
		(0.039)
Total: Environment		(0.022)

Lifelong Learning

Culture & Leisure		
• Leisure Services - minor variances.	(0.014)	
• Libraries, Culture & Heritage - The projected expenditure has reduced by £0.035m since period 10. £0.010m relates to minor efficiencies in Libraries & Arts. £0.008m relates to minor savings in County Records Office and Records Management. £0.007m relates to minor estimated savings in Museums & Heritage. £0.011m relates to School Library Service.	(0.035)	
		<u>(0.049)</u>
Inclusion Services		
• Inclusion Services - minor variances.	0.002	
• Out of County - minor variances.	0.009	
		<u>0.011</u>
Primary School Services		
• Primary School Services - minor variances.	0.014	
		<u>0.014</u>
Secondary School Services		
• Secondary School Services - minor variances.	0.004	
		<u>0.004</u>
Development & Resources		
• Children, Youth & Community - minor variances.	0.009	
• Business Units - minor variances.	(0.023)	
• Facilities - minor variances.	(0.007)	
• Management & Business Support - minor variances.	(0.015)	
		<u>(0.036)</u>
Total: Lifelong Learning		<u><u>(0.056)</u></u>
Corporate Services		
• Legal and Democratic Services - minor variances (£0.003m)	(0.003)	
• HR and Organisational Development - reduction in DBS expenditure (£0.004m), vacancy savings (£0.003m), minor variances (£0.002m)	(0.009)	
• ICT and Customer Services - registrars income £0.006m, postage spend (£0.004m).	0.002	
• Finance - reduced surplus on Council Tax Collection Fund £0.056m, reduced shortfall on CTRS (£0.002m), minor variances (£0.011m)	0.043	
• Chief Executives Department - vacancy savings £0.027m, use of LSB Grant (£0.024m), minor variances £0.015m	(0.036)	
		<u>(0.003)</u>
		<u>(0.003)</u>
Central Services		
• Euticals - Revised Estimate of costs of works	(0.100)	
• Write Offs - Higher than anticipated presentation of out of date cheques	0.034	
• Minor Variances	0.023	
		<u>(0.043)</u>
Total: Central Services		<u>(0.043)</u>
Total Changes		<u><u>(0.064)</u></u>

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Adults						
Hospital Social Work (Intake and Reablement)	0.405	0.361	(0.044)	(0.039)	The underspend is mostly due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs (£0.038m) are recovered from Health.	One-off.
Resources and Regulated Services (Intake and Reablement)	5.302	4.974	(0.328)	(0.329)	<p><u>Extra Care</u> Projected underspend on Llys Jasmine (£0.364m) is due to an initial delay in opening the facility, plus a further £0.002m underspend on Llys Eleanor</p> <p><u>In-house Domiciliary Care</u> underspend (£0.092m) due to greater use of reablement and independent sector care providers.</p> <p><u>Client Transportation Service</u> underspend (£0.022m) relates to staff vacancies.</p> <p><u>Day Services</u> underspend (£0.044m) mostly due to vacancies (£0.050m) - offset by other minor overspends</p> <p>These underspends are offset by a projected overspend within In-house</p> <p><u>Residential Service</u> (£0.195m) due to the need to ensure staff cover (£0.205m) additional premises costs (£0.064m) and additional supplies and services (£0.044) offset by client (£0.070m) and Health (£0.048m) income.</p>	<p><u>Extra Care</u> The underspend against is one-off and non recurring and has arisen due to the opening of the facility being part way through the current year.</p> <p><u>Client Transportation Service</u> Underspend adjusted in budget rationalisation.</p> <p><u>Residential Service</u> further work required to determine the most appropriate way to address the overspend.</p>

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Locality Teams (Localities)	13.881	13.914	0.033	(0.049)	<p><u>Older People Services</u></p> <ul style="list-style-type: none"> > Locality Teams are together expected to underspend (£0.182m) mostly due to vacant posts. > Purchased domicilliary costs are projected to overspend (£0.076m) due to additional service user costs. > Purchased residential costs are projected to overspend (£0.098m) due to additional service user costs. > Early Onset Dementia is projected to overspend (£0.067m) due to purchased domiciliary care costs. > Minor adaptations underspend (£0.020m) due to reduced demand following uplift to budget based on 2012/13 activity levels 	<p>Keep under review.</p> <p>Most of the PDSI elements previously included as part of the locality team budgets are now shown within the Disability Services Heading with only the Occupational Therapy service remaining as part of the locality teams.</p>
Resource and Regulated Services (Disability Services)	15.603	15.383	(0.220)	(0.136)	<p>Learning Disabilities - As previously noted this service includes a budget to help offset the expected impact of a review of joint funded packages between FCC and Health. This accounts for a saving of £0.140m within the net underspend projection, and remains unchanged from month 3. There are some other compensating variances across this large service which reflect the changes in client demand.</p>	<p>The underspend in relation to the negotiations with Health on jointly funded packages is based on current assumptions. These will be kept under review and adjusted if proven necessary.</p>

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Transition and Disability Services (Disability Services)	0.658	0.764	0.106	0.106	This is mostly due to overspends against staff pay costs (£0.028m), third party payments (£0.044m), transport (£0.013m, and a shortfall of grant income of £0.028m. (Supporting People), offset by some additional other grant income.	Keep under review.
Disability Services (Disability Services)	1.581	1.602	0.021	0.014	The overspend is due to additional transition service user costs.	Keep under review.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.392	0.459	0.067	0.052	This is mostly due to an overspend against staff pay costs (£0.058m) and premises costs (£0.005m)	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.654	0.587	(0.067)	(0.104)	This underspend is based on current care packages. An additional £0.0259m budget has been added to this area in 2013 to reflect the expectation of the transfer from Health of an individual with a high cost transition package, there has been a delay in transferring this client into the service. The current underspend would therefore be higher but reflects the cost of current care packages including some other new clients.	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.829	0.714	(0.115)	(0.113)	This is mostly (£0.050m) due to a one-off pay cost reduction following an agreed absence with no pay.	One-off.

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Forensic Budget (Mental Health & Substance Misuse Service)	0.305	0.195	(0.110)	(0.109)	Reflects current care packages for 2013/14.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. The possibility of re-aligning budget between the two services has been considered and dismissed for now as there are early indications of additional Mental Health clients although at this stage potential costs or start dates are unknown.
Forensic Budget (Learning Disability)	0.482	0.509	0.027	0.027	Reflects current care packages for 2013/14.	
Other Services for Adults variances (aggregate)	4.149	3.999	(0.150)	(0.113)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	44.241	43.461	(0.780)	(0.793)		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Development & Resources						
Vacancy Control	(0.100)	0.000	0.100	0.100		Realignment of vacant posts
Other Development & Resources variances (aggregate)	1.729	1.743	0.014	(0.049)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.629	1.743	0.114	0.051		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Children						
Family Placement (Children's Services)	1.977	2.349	0.372	0.368	The overspend is mainly as a result of an increase in the number of foster care placements within the service. It is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken the outcome of which is being considered and will inform future planning and possible efficiencies.
Youth Offending Team (Children's Services)	0.308	0.266	(0.041)	(0.041)	The underspend within this area is mostly due to vacant posts.	One-off.
Professional Support (Children's Services)	5.517	5.467	(0.050)	(0.029)	The underspend is mainly due to the removal of commitments for expenditure which is not now expected to be incurred in this financial year.	

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Out of County Pooled Budget (Children's Services)	3.178	3.610	0.432	0.424	Costs reflect existing placements up until March 2014.	The focus of high cost placements is now a North Wales project and will continued to be reviewed.
Other Services for Children variances (aggregate)	1.155	1.155	(0.001)	0.010	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	12.135	12.847	0.712	0.732		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Housing Services						
Homelessness Accommodation (Housing Services)	0.360	0.157	(0.203)	(0.207)	Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation. Quay House project has been delayed until 2014/15.	Keep under review. Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation.
Accommodation Support Team (Housing Services)	1.103	1.095	(0.008)	(0.006)	Service recently undergone a restructure now fully reflected within projection.	Restructure now implemented.
Other variances (aggregate)	0.265	0.222	(0.043)	(0.045)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.728	1.474	(0.254)	(0.258)		
Total :	59.733	59.525	(0.208)	(0.268)		

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 10 (£m)	Cause of Variance	Action Required
Assets & Transportation	6.091	5.916	(0.175)	(0.180)		
Industrial Units	(1.256)	(1.330)	(0.074)	(0.073)	Estimated net income shortfalls across the Industrial Estate portfolio have been offset by the Wales Audit Office recommendation, that a provision for income relating to Deeside Power of £200k due in May 2014, should now be made in 2013/14. Loss of rental income at Catherrals and additional utilities and NNDR costs at Period 10.	Keep Unit rental income closely monitored throughout 2013/14.
Property Holdings	0.083	0.046	(0.037)	(0.041)	Lower than anticipated NNDR charges	Review of site budgets necessary in line with asset management programme
Property Asset & Development	0.528	0.430	(0.098)	(0.099)	Net Vacancy Savings	
Highways Development Control & Regulatory Services	0.813	0.896	0.083	0.086	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures. A commitment of £60k is included for the potential excess payment to be made to the Council's Insurers in relation to a claim.	
Transportation	1.466	1.411	(0.055)	(0.055)	Bus Subsidy payments to Bus Operators that have reduced due to re-negotiated contract prices.	
Aggregate of other Variances	4.457	4.463	0.006	0.002		

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 10 (£m)	Cause of Variance	Action Required
Planning	1.717	1.675	(0.042)	(0.045)		
	0.363	0.364	0.001	(0.004)	No movement in actual planning fee income received in Period 11, levels subject to further application levels up to financial year end.	Further potential for increased planning fee income which will be closely monitored
Aggregate of other Variances	1.354	1.311	(0.043)	(0.041)	Net Vacancy Savings and staff recharge income for specialist planning advice to neighbouring authorities.	
Public Protection	3.464	3.391	(0.073)	(0.072)		
Community Protection	1.243	1.195	(0.048)	(0.039)	Includes a Court Costs award following the successful prosecution of Talacre Park Holiday Park by the Health & Safety Enforcement Team.	
Aggregate of other Variances	2.221	2.196	(0.025)	(0.033)	Net Vacancy Savings	
Regeneration	0.704	0.736	0.032	0.022		

ENVIRONMENT

APPENDIX 3

Budget Monitoring 2013/14 (Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 10 (£m)	Cause of Variance	Action Required
Streetscene	19.210	19.541	0.331	0.370		
Waste Disposal & Waste Collection	9.266	9.638	0.372	0.344	Plastic Recycling prices reduced by £100 per tonne between July and September resulting in an estimated income reduction of £50k.	
					Staff backfilling costs as a result of the on-going investigation within waste.	
					The Sustainable Waste Management Grant (SWMG) has been reduced in-year by up to 5% resulting in a funding shortfall of at least £150k	Consider impact on MTFP going forward
					Reduction in expected leachate monitoring income of £15k due to reduced capacity at the leachate treatment plant.	
Winter Maintenance	0.999	0.949	(0.050)	0.000	Reduced cost of Winter Maintenance due to milder winter weather through January and February resulting in less Rock Salt being utilised than previous projections indicated.	
Aggregate of other Variances	8.945	8.954	0.009	0.026	Increased cost of winter flooding events	
Management Support & Performance	1.076	1.053	(0.023)	(0.023)		
Management Support & Performance	1.076	1.053	(0.023)	(0.023)	Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets. Specific vacancy commitments to financial year end removed at Period 9.	
Total :	32.262	32.312	0.050	0.072		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Culture & Leisure	6.466	6.780	0.314	0.363	<p>School Library Service (£0.106m saving) Following an agreement at DMT, to mitigate the Directorate overspend and to contribute towards the value for money programme, a number of measures will be taken to reduce expenditure in the School Library Service.</p> <p>Libraries, Culture & Heritage (£0.013m saving) Minor variances</p> <p>Leisure Services (£0.433m pressure) A pressure of £0.026m relates to Swim Flintshire, this programme ceased in August 2013. A saving of £0.065m relates to reduced salary costs across centres. £0.330m relates to pressures on income across centres. Pressures of £0.061m relate to premises costs. £0.052m relates to pressures on supplies and services (£0.037m of which relates to security services). The remaining £0.029m relates to minor variances.</p>	<p>Service Manager to place a hold on the Flintshire subsidy.</p> <p>As part of the Leisure Action Plan a number of solutions are being explored and implemented including cessation of Swim Flintshire, Leisure Service Review, Leisure Contact Centre and Asset Review.</p>
Inclusion Services & Special Schools	13.292	13.319	0.027	0.015	<p>Inclusion Services & Special Schools (£0.027m pressure) Minor Variances</p>	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Primary School Services	43.277	43.101	(0.176)	(0.190)	Primary School Services (£0.176m saving) £0.030m relates to controls on expenditure on supplies and services budgets. £0.138m relates to savings on 3 year old placements in maintained and non maintained settings in the Early Entitlement budget. £0.008m relates to minor savings on School SLA income.	Awaiting further information on planned usage of the Foundation Phase grant. Service manager to carry out further work on future estimates for placements to include birth rates and collection for estimated places from settings. Efficiencies have been included in the 14/15 budget.
Secondary School Services	37.500	37.490	(0.010)	(0.014)	Secondary School Services (£0.010m saving) Minor Variances	
Development & Resources	12.439	12.126	(0.313)	(0.276)	Children, Youth & Community (£0.041m saving) Minor variances. Schools ICT (£0.150m saving) In an effort to reduce the Directorate overspend and to contribute towards the value for money programme, DMT have made the decision to place a hold on all uncommitted expenditure in Schools ICT. Service Units (£0.048m saving) Pressures of £0.101m on Pupil Support (Free School Meals, School Trips and Music Remissions) have been offset by estimated savings on Mobile Classrooms (£0.096m), Insurance (£0.047m) and other minor variances of £0.006m. Facilities Services (£0.036m saving) Minor Variances Management & Business Support (£0.038m saving) Minor Variances	Efficiencies relating to CYPP and CTC have been included in the 14/15 budget. Service Manager to place a hold on £0.150m of the budget within Schools ICT.
Total :	112.974	112.816	(0.158)	(0.102)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.303	2.180	(0.123)	(0.087)	£0.018m Corporate voluntary sector contribution to Dangerpoint (£0.091m) Vacancy savings (£0.022m) Corporate Communications efficiencies including Consultation and Public Relations (£0.024m) use of LSB Grant to offset in year costs (£0.004m) minor variances	Request to carry forward £14k for the Emergency Planning Collaborative Project due to project delays.
Finance	14.225	13.186	(1.039)	(1.082)	(£0.146m) net Vacancy savings following realignment of budget (£0.381m) in year efficiency following review of the level of funding required to meet Discretionary Housing Payment (DHP) need and review of Housing Benefit Subsidy profile (£0.060m) additional income from collection of Housing Benefits Overpayments (£0.829m) net surplus on the Council Tax Collection Fund after meeting the £0.305m costs allocated in 2013/14 budget (£0.115m allocated to Software will remain unspent) £0.377m CTRS shortfall in funding compared to estimated in year cost	Request to carry forward £10k to fund the purchase of IT equipment due delays in sourcing software. Demand led service but subject to ongoing monitoring. Contributing to national discussion on CTRS funding for 2014/15.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.142	2.994	(0.148)	(0.145)	(£0.014m) net Vacancy savings including the use of Agency/Locums and recharges (£0.023m) Members Services underspend (£0.092m) Members Allowances underspend (inc. training, travel etc.) (£0.012m) reduced Legal Subscriptions expenditure (£0.007m) minor variances	Request to carry forward the following amounts: • £10k for the translation of the Council's Constitution, work incomplete • £30k for the purchase and installation of new Legal software due to delays in sourcing software
Human Resources & Organisational Development	2.422	2.400	(0.022)	(0.013)	(£0.025m) reduced DBS Check expenditure (£0.020m) Vacancy savings £0.034m loss of income from external organisations (£0.011m) minor variances	Request to carry forward the following amounts: • £10k for the purchase of DBS software - delays in project • £275k Flintshire Trainee budget which will be required in 2014/15 to continue to fund the Scheme.
ICT & Customer Services	5.048	5.030	(0.018)	(0.020)	£0.045m postage costs (£0.018m) Vacancy savings (£0.014m) additional Registrars Income (£0.024m) ICT Strategy underspend (£0.007m) minor variances	Request to carry forward the following amounts: • £296k for PSBA due to a delay linked with the introduction of LiDW project. • £52k for the Capita One Project (regional project fund to support a regional service not FCC budget). • £22k for the Digital Print unit to support commitments in 14/15. • £12k for the replacement of damaged AirCon units in Data Centre 2 unforeseen weather damage • £129k to cover Flintshire Connects staffing costs in 14/15. • £25k allocated to Flintshire Connects Buckleley funding previously allocated
Total :	27.140	25.790	(1.350)	(1.347)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	15.283	15.020	(0.263)	(0.263)	Review of the Minimum Revenue Provision (MRP) calculation to include MRP on Local Government Borrowing Initiative.	Continue to monitor in line with Treasury Management Strategy.
Coroners	0.193	0.248	0.055	0.055	Due to a change in the lead authority for Coroners service provision (effective from May 2013), it has been brought to our attention that Wrexham CBC are continuing to process a significant number of invoices pertaining to financial year 2012/13 (currently value circa £0.110m) for which the Flintshire share is 50%, resulting in a current year budget pressure.	Overspend is non recurring. Regular monitoring with Denbighshire County Council undertaken on in year spend
Centrally Held Provisions	4.417	3.280	(1.137)	(1.162)	Net budget adjustments of (£0.680m) as approved in the Month 3 report (Community Services £1.185m, Leisure Management (-£0.505m) Surplus on recovery of FCC share of budgeted pension fund deficit - final year of three year strategy (-£0.242m), over recovery of corporate windfall income (£0.199m) (First Steps Imp Package) Other minor variances (-£0.016m).	Budgets are considered as part of 2014/15 Council Budget
Central Service Recharges	(1.931)	(1.620)	0.311	0.311	Shortfall of £0.311m of internal income recovered from trading accounts and the HRA.	Subject to an overall review of Support Services
Former Euticals Ltd - Sandycroft site	0.000	0.300	0.300	0.400	Estimated costs have been revised for 2013/14.	Ongoing monthly monitoring

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Mass Matrix Contract	(0.315)	(0.190)	0.125	0.125	A review of the rebate on the Matrix Contract has been undertaken. Agency usage has decreased in 2013/4 and the variance projection reflects the up to date position.	Further analysis to be undertaken to consider the impact in 2014/15
Flintshire Futures	(0.051)	0.131	0.080	0.062	Assets Programme £0.054m will not be achieved due to delays in the full review of hard and soft facilities management across the Council. Customer Programme £0.075m of efficiencies will not be realised until the programme has advanced and the wider network of Flintshire Connects sites are in place. Procurement Programme (£0.067m) of additional efficiencies have been achieved as a result of in year initiatives.	A Workshop is due to take place shortly to review progress and assess the methodology for realising efficiencies. Continued challenge of spend categories will support further efficiencies in 2014/15.
Other variances - aggregate	10.047	10.027	(0.020)	(0.034)		
Total :	27.643	27.196	(0.549)	(0.506)		

APPENDIX 7

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2013	9.540	
Less - Base Level (inclusive of total increase of £0.270m agreed as part of the 2013/14 budget)	(5.834)	
Total Reserves above base level		3.706
Less - Amount approved by Council on 1 st March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Less - Amount approved by Cabinet on 16 th July for reinstatement of funding within the Winter Maintenance reserve following utilisation of funding during 2012/13 (late March severe weather event)		(0.250)
Amount available for delegation to Cabinet		3.159
Add projected underspend as at 31 st March 2014		2.215
Less - Actual severe weather recovery costs		(0.473)
Projected Level of Total Contingency Reserve as at 31st March 2014		4.901

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance & Support	2.656	2.413	(0.243)	(0.238)	Support Recharges reflected at 2012/13 actuals, saving £0.106m. Information on 2013/14 has been requested. Pension Fund Strain costs £0.080m lower than anticipated creating saving. Insurance claim non-reimbursement reviewed and reflected at 2012/13 figures, saving £0.021m	
Housing Estates	1.852	1.671	(0.181)	(0.194)	Carry forward request for £0.085m due to software costs not materialising in 2013/14 but will be purchased in 2014/15. Carry forward request for £0.015m due to Maisonette budget not being fully spent in year. Procurement reimbursement for screening received in amount of £0.058m. Void clearance recharges generating a further £0.013m income. Water commission generated a further £0.034m of income due to early bird discount scheme. Cancellation of cleaning contract saving £0.005m on maisonette blocks. Salary savings of £0.028m over all areas.	
Other variances (aggregate)	8.375	8.386	0.011	(0.001)		
Total :	0.497	0.326	(0.171)	(0.089)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
HRA Subsidy	6.167	6.356	0.189	0.189	Capital Financing charges amended after budget rounds completed. Further amendments to Capital figures for inclusion in 2nd HRAS return. Under payment on 2012/13 of £0.031m calculated on Advance Final return.	Review timings of figures with Capital Financing team.
Rents	(26.946)	(27.148)	(0.202)	(0.210)	Bad Debt provision reviewed based on first quarter impact of "bedroom tax", resulting in a saving of £0.258m	Monitor impact of "Bedroom Tax" and review expected costs
Repairs and Maintenance	8.393	8.648	0.255	0.365	£0.198m net under spend variance on salaries due to long term vacancies and recruitment freeze in place. £0.159m Increase in the anticipated major works being undertaken in voids resulting in a reduction in the revenue spend projections from previous month. Agreed subcontractor overspend of £0.268m due to adverse weather conditions in March 2013, recent high wind damage in February 2014 and major works on void properties.	Housing Asset Management Team is working closely with Travis Perkins on price reductions due to the volume of materials being purchased through the partnership arrangement. An in-house kitchen team is being created to undertake kitchen installations in void properties which will reduce the level of subcontractor spend in this area.

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Fees & Charges (APPENDIX 7a)						
<i>Community Services</i>						
Residential Charging - Increased Income From Demand	0.100		✓			It will not be known for sure until the end of the financial year if this efficiency has been met.
Mental Health Service Users	0.018	✓				
TOTAL	0.118					
Service Change (APPENDIX 7b)						
<i>Community Services</i>						
Reablement in the level of extra care	0.100	✓				
Preserved Rights - reduced activity levels	0.053	✓				
External Funding for Existing Post - Children's Services	0.043	✓				
Family Placement Team - revision of existing practices	0.040	✓				
Early Retirement - Non replacement of staff - CSA	0.015	✓				
General Office Administration Review	0.021	✓				
Housing Efficiency Savings	0.028	✓				
Homelessness - Timing of presentations	0.106	✓				

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Youth Justice - Appropriate adult service	0.010	✓				
Legal Fees - Use of solicitors / barristers	0.010		✓			Due to the unpredictable nature of Legal Fees it will not be known if this efficiency has been achieved until later in the financial year.
Children's Services - Transport costs efficiency	0.015	✓				
Children's Services - FAST team budget reduction	0.010		✓			The FAST team is currently showing an overspend of £0.027.
Preventative foster care service - day care	0.005	✓				
TOTAL	0.456					
Procurement (APPENDIX 7c)						
<i>Community Services</i>						
PARIS - post implementation expenditure review	0.030	✓				
Housing Services - Supplies and Services	0.003	✓				
Social Care - Supplies and Services	0.075	✓				
Procurement Hub - regional procurement of high cost low volume placements	0.020	✓				

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Children's Services - out of county placements - improved procurement practice	0.533	✓				As at month 3 this budget was showing an underspend of £(0.344). However due to change in service user circumstances this budget is now showing an overspend of £0.424
Transport Review - revised contracts	0.025	✓				
TOTAL	0.686					
Organisational Design (APPENDIX 7d)						
<i>Community Services</i>						
Review of Supported Living Service	0.350				✓	The efficiency is fully achievable from 2014/15, as a result of implementation of the new structure from April 2014. An extensive consultation achieved a successful outcome, and retention of staff goodwill going forward. Some savings have been made as a result of right sizing.
Service Review of Warden Service	0.018	✓				
Children's Services - Removal of one team manager post	0.040	✓				
Development and Resources - Rationalisation of Management Team	0.050	✓				
TOTAL	0.458					

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Fees & Charges (APPENDIX 7a)						
<i>Environment</i>						
Agricultural Estate rentals	0.008		✓			Agricultural Estates currently reporting a surplus income position.
Public Protection - increase to market rates	0.025		✓			Fees for both Licensing and Bereavement Services were increased from 1st June 2013
Markets Service - increased lettable space	0.019		✓			Markets currently reporting a surplus income position.
Traffic Regulation order Notices	0.013		✓			Budget Reduction met from within Highways Policy Budget
Streetscene - leachate processing	0.075			✓		It is anticipated that the new income target will be met in 2013/14
TOTAL	0.140					
Service Change (APPENDIX 7b)						
<i>Environment</i>						
Street Lighting - non-residential areas post midnight turn-off	0.050		✓			The new Street Lighting policy has been adopted and this efficiency will be achieved in full
Highways Asset Management Plan (HAMP) -rephasing of full implementation	0.225		✓			Previous approved pressure that was not required in 2013/14 and 2014/15 due to Local Government Borrowing Initiative (LGBI)

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Public Conveniences - revisit of strategy	0.050			✓		Tower Gardens, Holywell didn't close until 30th April 2013 and Cilcain and Caerwyns have been further delayed with ongoing consultation necessary and under achievement on the efficiency by £21k is likely.
Streetscene - implementation of Part III agreement	0.300				✓	The achievement of this efficiency is dependant on the implementation of Single Status so is anticipated to be achieved in 2014/15. The 2013/14 shortfall is being met from the Single Status reserve.
Waste Services - vehicle savings from full roll out of Saturday collection	0.140				✓	The achievement of this efficiency is dependant on the implementation of Single Status so is anticipated to be achieved in 2014/15. The 2013/14 shortfall is being met from the Single Status reserve.
Business Development team - agile working	0.004	✓				Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Staff travel - reduced mileage payments	0.003		✓			Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
Directorate Support & Performance - Supplies and Stationery - Streamline current processes	0.008		✓			Budget Monitoring Position at Period 4 indicates achievement of this efficiency.
TOTAL	0.780					
Procurement (APPENDIX 7c)						
<i>Environment</i>						
Waste Services - Tender Transport arrangements for waste disposal	0.050		✓			New Transport arrangements have been awarded as part of a tender process and are now in place.
Transportation Services - Review of subsidised Bus Service Contracts and re-tender	0.036		✓			Efficiency absorbed within service budget

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Reduction in use of consultants	0.013		✓			Efficiency absorbed within service budget
Reduction in influencable spend	0.025		✓			Efficiency absorbed within service budget
Streamline current processes within Directorate Support	0.020		✓			Efficiency absorbed within service budget
TOTAL	0.144					
Organisational Design (APPENDIX 7d)						
<i>Environment</i>						
Review Management Recharge to the Communities First Programme	0.020	✓				It is anticipated that this will be achieved as part of the Communities First Grant Claim for 2013/14
TOTAL	0.020					
Other Efficiencies (APPENDIX 7e)						
<i>Environment</i>						
Agricultural Estates - balance not required	0.025	✓				Specific Directorate Balance in the Environment Balance Sheet
Licensing / Health & Safety - balance not required	0.025	✓				Specific Directorate Balance in the Environment Balance Sheet
TOTAL	0.050					

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Fees & Charges (APPENDIX 7a)						
<i>Lifelong Learning</i>						
Library Service - Fines	0.001		✓			
Library - Hire charges increase	0.001		✓			
Leisure Services - increased charges	0.175			✓		Tariffs were increased on the 1st January as agreed but as income targets are not expected to be met, the efficiency is also not likely to be fully achieved. Estimated amount achievable £0.164m.
Review of post 16 distance limit	0.030			✓		The amendment to the proposal to continue to provide transport to Colleg Cambria means that only £0.010m of the efficiency can be achieved. Work is ongoing to confirm this. However, we do not anticipate a pressure on the Transport budget at this time.
TOTAL	0.207					
Service Change (APPENDIX 7b)						
<i>Lifelong Learning</i>						
Operational efficiencies	0.025		✓			
Youth Service - reduction of senior area workers	0.032		✓			The budget for area workers had previously been reduced. This efficiency created a budget flow which has been addressed as part of the Youth Strategy by retaining part of the £0.050m below on a recurring basis. We do not anticipate a pressure on Youth S

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Youth Service - term time only contracts	0.026			✓		This change is being introduced as part of the Youth Strategy and has not yet been implemented though negotiations have started. At this stage it is anticipated that a saving of £0.007m will be made in this financial year.
Youth Service - Service reconfiguration	0.012		✓			
Youth Service - Building costs savings	0.011		✓			
Youth Service - Building rationalisation	0.005		✓			
Youth Service - Holding back £50k (CC 1/3/13)	(0.050)	✓				This additional contribution is no longer required during 2013/14.
Facilities - Management / Central Office - structure review	0.015		✓			
Facilities - County Hall revised opening hours - reduced energy / overtime costs	0.025				✓	Although we do not expect a pressure on the Facilities budget this year, the decision to revise the County Hall opening hours has not yet been made.
LL ICT - Interim Service review - post reduction	0.025				✓	The Schools ICT Service Review has now been combined with the Corporate ICT Review. We do not anticipate a pressure on the schools ICT budget at this time.
Leisure Services - removal of swimming subsidy	0.023		✓			
Directorate Management Team Restructure	0.043	✓				
TOTAL	0.192					

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Procurement (APPENDIX 7c)					
<i>Lifelong Learning</i>					
Reduction of Postage within the Library Service	0.001		✓		
Out of County - Improved procurement through framework agreements and monitoring of placements.	0.385		✓		
School Transport Service - Operational efficiencies	0.080		✓		
TOTAL	0.466				

Organisational Design (APPENDIX 7d)					
<i>Lifelong Learning</i>					
Libraries - Flexible retirement	0.015	✓			
Libraries - Library Service Review	0.037	✓			
TOTAL	0.052				

Other Efficiencies (APPENDIX 7e)					
Demographic Change in Schools (pupil numbers)	0.132	✓			
TOTAL	0.132				

Budget Monitoring

Efficiencies

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Fees & Charges (APPENDIX 7a)					
<i>FINANCE - Corporate Services</i>					
Revenues - increased number of Council Tax fines	0.027		✓		
<i>ICT & CUSTOMER SERVICES - Corporate Services</i>					
Registrars - increased fees	0.019	✓			
Network Services - income from hosting PSBA equipment	0.004	✓			
<i>LEGAL & DEMOCRATIC - Corporate Services</i>					
External Fees - conveyancing / S106 agreements	0.015		✓		
TOTAL	0.065				
Service Change (APPENDIX 7b)					
<i>Chief Executive - Corporate Services</i>					
Corporate Comms - reduced workforce bulletins	0.003	✓			
<i>HR & OD - Corporate Services</i>					
CRB checks - review of options	0.035	✓			
<i>LEGAL & DEMOCRATIC - Corporate Services</i>					
Democratic Services - reduced paper usage	0.010	✓			
Members Allowances (Basic Allowance) - no inflationary increase	0.010	✓			
Members Allowances - Special Responsibility Allowances - reduction of number allocated	0.070	✓			
Members Allowances - NI contributions reduction linked to reduced number of Special Responsibility allowances	0.010	✓			
TOTAL	0.138				

Budget Monitoring

Efficiencies

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Procurement (APPENDIX 7c)					
<i>Chief Executive - Corporate Services</i>					
Employee / Residents Consultations - reduction in number	0.003	✓			
Supplies and Services	0.010		✓		
Joint Working - costs reduction	0.002		✓		
Alterations / Improvements reductions - future agile working	0.002	✓			
Employee Safety Measures - reduced demand on budget	0.010	✓			
Conferences/Seminars/Lectures - reduced attendance	0.001	✓			
ICT & CUSTOMER SERVICES - Corporate Services					
Training Budget - Procurement via new solutions	0.001	✓			
Reduced maintenance costs due to new security equipment	0.025	✓			
Networking Hardware - reduced procurement	0.002	✓			
ICT Cabling - reduction enabled by IPT solution	0.002	✓			
Leasing - budget adjustment	0.006	✓			
Software Licensing - Microsoft licences procured through other agreements	0.010	✓			
Hardware Maintenance - letting of MFD contracts	0.001	✓			

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Reduce influencable spend by 3%	0.004	✓				
Reduced ICT Expenditure	0.003		✓			
Rationalisation of third party software costs	0.013		✓			
Avoidance of inflationary rises - software maintenance costs	0.020		✓			
Reduced licence costs - via renegotiation	0.018	✓				
Supplies and Services	0.061		✓			
Training budget reduction - build around training solutions	0.001	✓				
Alterations & Improvements - Datacentres	0.004		✓			
Other Consumables - reduction in expenditure	0.001	✓				
Hardware Maintenance - new technology with warranty	0.015	✓				
Listing Paper - More use of electronic means	0.002		✓			
Enterprise Servers - hardware	0.003		✓			
Services work and Consultancy	0.004		✓			
Supplies & Services	0.009		✓			
FINANCE - Corporate Services						

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Supplies & Services	0.012		✓		
TOTAL	0.245				
Organisational Design (APPENDIX 7d)					
<i>Chief Executive - Corporate Services</i>					
Reduction in mileage travelled - Emergency Planning	0.001		✓		
TOTAL	0.001				

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Service Change (APPENDIX 7b)					
<i>Central & Corporate Finance</i>					
Clywd Theatr Cymru - agreed reduction to contribution	0.015	✓			
TOTAL	0.015				
Procurement (APPENDIX 7c)					
<i>Central & Corporate Finance</i>					
Flintshire Futures - E-procurement and improved processes	0.102	✓			
Flintshire Futures - Internal Fleet Review	0.160	✓			
TOTAL	0.262				
Other Efficiencies (APPENDIX 7e)					
<i>Central & Corporate Finance</i>					
Reduced contingencies - one-off investment costs	0.240	✓			
Reduced contingencies - NDR	0.077	✓			
Reduction in Fire Levy due to formula changes	0.027	✓			
Flintshire Futures Assets Workstream - Facilities Management	0.060				✓

Month 11

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
Flinshire Futures - Customer Workstream Contact Centre	0.100	✓			Detailed work being undertaken to assess the timing of efficiency
Flinshire Futures - Customer Workstream face to face customer contact	0.100			✓	Detailed work being undertaken to assess the timing of efficiency
Flinshire Futures - Customer Workstream Channel Shift	0.100	✓			Detailed work being undertaken to assess the timing of efficiency
TOTAL	0.704				

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW
AND SCRUTINY COMMITTEE**

DATE: **THURSDAY, 8TH MAY 2014**

REPORT BY: **HEAD OF HUMAN RESOURCES AND
ORGANISATIONAL DEVELOPMENT**

SUBJECT: **PEOPLE STRATEGY UPDATE**

1.00 PURPOSE OF REPORT

- 1.01 To provide Overview and Scrutiny Members with a progress report on the delivery of the People Strategy for 2009–12 (extended to 2014) to conclude the current strategy as at March 2014.
- 1.02 To advise Overview and Scrutiny Members of the key themes and priorities for the next People Strategy for 2014 – 2017 prior to the full review and development of the new strategy.

2.00 BACKGROUND

- 2.01 The People Strategy is one of the four Corporate Resource Strategies for the Council. It sets out the Council's vision and intentions to achieve effective Organisational Change and modernisation, improved Leadership and people management practice, increased performance and productivity, updated working practices and pay and reward arrangements to better meet the needs of our customers.

2.02 Achievements

Over the last five years, the Council has made significant achievements in delivering projects under the strategy, which is currently structured under five key themes and these include:

Customer

- Customer Care Award developed and completed
- Design, development and implementation of the new HR and OD service
- HRMIS (iTrent) employee self service completed
- Developing and improving the quality of workforce information

Change

- 'Managing Change Successfully' programme established across North Wales (with Flintshire Council as the lead) and incorporated into the Workforce Development Programme
- Workforce Planning skills development for HR achieved
- Workforce Planning model developed
- Development of organisation design principles
- Development programme for 'Managing Agile Teams' designed and delivered

Capacity

- People Development Framework Programme designed and implemented in partnership with Coleg Cambria
- Leadership Development options developed and identified for the existing leadership team
- New Manager Development Programme via E-learning implemented
- Development of new Behavioural Competency Framework and Competency Based Appraisal system

Consolidation

- Single Status Agreement on pay and grading model and terms and conditions of employment negotiated, approved by County Council and implemented
- Equal Pay settlement strategy developed and negotiations successfully completed
- New HR policies on Agile Working and Flexible Working Scheme developed, with supporting guidance notes

Collaboration

- Collaborative working achieved with Wrexham and Denbighshire Councils to manage agency working accruing procurement savings
- Agreed a partnership arrangement with Wrexham Council to act as host authority for providing Occupational Health services.

3.00 CONSIDERATIONS

- 3.01 Flintshire Council is undergoing significant organisational change, commencing with the redesign of the Council's Operating Model and Senior Management structure to better meet our changing circumstances, save money and better use our senior talent to modernise the organisation. Services within the Council need to be improved and transformed at a faster pace, whilst protecting high performance.

- 3.02 Planning for this change and transitioning the organisation will require modernisation to be lean, productive, efficient, resilient and high performing.
- 3.03 The new People Strategy will support the organisation by developing and embedding leadership values and behaviours and managing the transition from the current to the future service models with a focus on organisation design principles, positive cultural change, talent management, sustainability and on high performance and productivity.
- 3.04 The main priorities for 2014 are:
- Provision of professional HR / OD advice and guidance on service redesign, alternative service delivery models and the strategic people implications
 - Availability of guidance and supporting toolkit documents on Organisation Design for Senior Managers Design and coaching / development programme on organisation change
 - Design and implementation of a new workforce planning model to inform effective organisational redesign and planning for the future
 - Define the impact on middle management tier following the implementation of Leadership reorganisation and enable the redesign of the remaining layers as the second phase of the Organisational Design Programme
 - Adapt and implement the appraisal system to include new leadership behaviours identified during the Leadership restructure
 - Actively promote and drive agile and flexible working styles
 - Finalise the implementation of Single Status and Equal Pay settlements
 - Establish and agree governance and monitoring of the new pay and grading model and terms and conditions following implementation of Single Status
- 3.05 The priorities for the next 3 years, under the new People Strategy, are proposed to be as follows, in three themes:
- Employee Development and Talent Management – to include employee engagement, talent management, behaviour and competencies development, learning and skills development,
 - Employee Performance and Productivity – to include modernised and lean organisational and job design, effective workforce planning; flexible working arrangements and working patterns, terms and conditions of employment and robust performance management,

- Health and Wellbeing – to include development and promotion of Flintshire Healthy Workplace, information channels using technology for all employees to manage health and welfare, to develop risk assessments and implement initiatives that support the reduction of sickness absence as part of the Council's Attendance Management Strategy.

4.00 RECOMMENDATIONS

- That Members note the achievements made in relation to delivery of the current People Strategy;
- That Members note and endorse the immediate priorities for 2014;
- That Members note the intention to draft a new People Strategy 2014 to 2017, following the leadership restructure in May 2014.

5.00 FINANCIAL IMPLICATIONS

5.01 The resourcing implications for the delivery of the new People Strategy 2014 – 17 will be considered as part of the design and project planning process.

6.00 ANTI POVERTY IMPACT

6.01 None identified.

7.00 ENVIRONMENTAL IMPACT

7.01 None identified.

8.00 EQUALITIES IMPACT

8.01 Equality Impact Assessments will be undertaken for individual projects as appropriate.

9.00 PERSONNEL IMPLICATIONS

9.01 None specifically arising from this report. Any actions arising from delivery of projects within the strategy which may impact on employees will have their own communication and consultation plan.

10.00 CONSULTATION REQUIRED

10.01 None specifically arising from this report. Further consultation will be undertaken with Members and other key stakeholders as the new People Strategy for 2014-17 is developed.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable.

12.00 APPENDICES

12.01 None.

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**

DATE: **THURSDAY 8TH MAY 2014**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **FORWARD WORK PROGRAMME**

1.00 PURPOSE OF REPORT

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

2.00 BACKGROUND

2.01 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 Directors. Other possible items are identified from the Cabinet Work Programme and the Strategic Assessment of Risks & Challenges.

2.02 In identifying topics for future consideration, it is useful or a 'test of significance' to be applied. This can be achieved by asking a range of questions as follows:

1. Will the review contribute to the Council's priorities and/or objectives?
2. Are there issues of weak or poor performance?
3. How, where and why were the issues identified?
4. Do local communities think the issues are important and is there any evidence of this? Is there evidence of public dissatisfaction?
5. Is there new Government guidance or legislation?
6. Have inspections been carried out?
7. Is this area already the subject of an ongoing review?

3.00 CONSIDERATIONS

3.01 Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work Programme of the Committees 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.

4.00 RECOMMENDATIONS

4.01 That the Committee considers the draft Forward Work Programme attached as Appendix 1 and approve/amend as necessary.

5.00 FINANCIAL IMPLICATIONS

None as a result of this report.

6.00 ANTI POVERTY IMPACT

None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

None as a result of this report.

8.00 EQUALITIES IMPACT

None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

None as a result of this report.

10.00 CONSULTATION REQUIRED

N/A

11.00 CONSULTATION UNDERTAKEN

Publication of this report constitutes consultation.

12.00 APPENDICES

Appendix 1 – Forward Work Programme

**LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS**

None.

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Corporate Resources Overview & Scrutiny Committee
FORWARD WORK PROGRAMME 2012/13

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Thursday 12 th June 2014 10.00	Annual Improvement Report from Wales Audit Office	Information	KA
	Workforce Information	Information/monitoring	HLS
	Revenue Budget Monitoring 2013/14 Month 12	Monitoring	GF
	Improvement Plan monitoring 2013/14 and 2014/15	Monitoring	RJR
	Forward Work Programme	Development	RJR
Thursday 10 th July 2014 10.00	Revenue Budget Monitoring 2013/14		GF
	Forward Work Programme		RJR

Corporate Resources Overview & Scrutiny Committee
FORWARD WORK PROGRAMME 2012/13