

Public Document Pack

Gareth Owens LL.B Barrister/Bargyfreithiwr
Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



To: Cllr Carolyn Thomas (Chair)

CS/NG

Councillors: Marion Bateman, Clive Carver,
Paul Cunningham, Peter Curtis, Ian Dunbar,
Andy Dunbobbin, Robin Guest, Ron Hampson,
Joe Johnson, Richard Jones, Richard Lloyd,
David Roney, Paul Shotton and Arnold Woolley

5 September 2014

Tracy Waters 01352 702331
tracy.waters@flintshire.gov.uk

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, 11TH SEPTEMBER, 2014** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 1 - 12)

To confirm as a correct record the minutes of the meeting held on 30 July 2014.

County Hall, Mold. CH7 6NA
Tel. 01352 702400 DX 708591 Mold 4
www.flintshire.gov.uk
Neuadd y Sir, Yr Wyddgrug. CH7 6NR
Ffôn 01352 702400 DX 708591 Mold 4
www.siryfflint.gov.uk

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

4 **AUDITOR GENERAL FOR WALES: CERTIFICATE OF COMPLIANCE FOR THE AUDIT OF FLINTSHIRE COUNTY COUNCIL'S 2014-15 IMPROVEMENT PLAN** (Pages 13 - 20)

Report of Chief Executive enclosed.

5 **IMPROVEMENT PLAN MONITORING REPORT** (Pages 21 - 78)

Report of Member Engagement Manager enclosed.

6 **REVENUE BUDGET MONITORING 2014/15 (MONTH 3)** (Pages 79 - 104)

Report of Chief Officer, People and Resources enclosed.

7 **FORWARD WORK PROGRAMME** (Pages 105 - 110)

Report of Member Engagement Manager enclosed

Agenda Item 3

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

30 JULY 2014

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Wednesday, 30 July 2014

PRESENT: Councillor Carolyn Thomas (Chair)

Councillors: Clive Carver, Paul Cunningham, Ian Dunbar, Andy Dunbobbin, Robin Guest, Ron Hampson, Joe Johnson, Tim Newhouse, Paul Shotton and Arnold Woolley

SUBSTITUTES: Councillors: Haydn Bateman (for Marion Bateman) and Mike Peers (for Richard Lloyd)

APOLOGIES: Councillors Richard Jones and the Chief Officer (Community & Enterprise)

CONTRIBUTORS: Leader and Cabinet Member for Finance, Cabinet Member for Corporate Management, Chief Executive, Chief Officer (People & Resources), Chief Officer (Organisational Change), Head of Legal & Democratic Services, Head of ICT & Customer Services, Corporate Finance Manager and Revenues & Benefits Manager

IN ATTENDANCE: Member Engagement Manager and Committee Officer

Mr. Huw Lloyd Jones of Wales Audit Office was in attendance as an observer

12. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

No declarations of interest were made.

13. MINUTES

The minutes of the meeting of the Committee held on 2 July 2014 had been circulated with the agenda.

Matters Arising

Minute 6: Wales Audit Office (WAO) Performance Audit Regulatory Programme 2014-15 - the Chief Executive said that he had made a request to the WAO for further information on its governance arrangements and financing to answer the specific questions from the previous meeting.

RESOLVED:

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

14. FUNCTIONAL VALUE FOR MONEY (VFM) PROGRAMME UPDATE

The Chief Executive introduced an update on the Functional Value for Money (VFM) Programme and the Programme Management arrangements in place, as requested at the previous meeting. A total of £7.5m of functional VFM efficiencies were included in the 2014/15 budget, monitored through a programme management system supported by the tracking spreadsheet shared with Members which showed progress and levels of risk. This indicated that overall progress against individual targets was consistently strong. The workforce efficiencies achieved at this stage were below target with further work to be done.

The Corporate Finance Manager spoke about the monitoring process to assess progress and risk on each initiative, involving communication links between Service Heads and Finance Managers, regular review by the Functional VFM Board and updates to the Chief Officer Team. Progress on the achievement of all efficiencies included in the 2014/15 budget would be incorporated in the regular budget monitoring reports from Month 3.

Councillor Robin Guest asked whether the identification of around 40% of target workforce efficiencies had resulted in specific savings. The Chief Executive confirmed that these efficiencies had been achieved to date through the reduction of posts at all levels by voluntary agreement.

Councillor Arnold Woolley suggested that the format of the spreadsheet could be improved by avoiding the use of acronyms and replacing the colour coding with a corner flash or 'RAG' status circle to reduce printing costs and for ease of reading. The Chief Executive agreed to review this but explained that the document was a standard format used by officers and shared with the Committee. Councillor Woolley went on to suggest the inclusion of more detail on the delivery of actions, such as the allocation of workload from voluntary redundant posts, and commented on the updating of information in the spreadsheet.

In response to queries raised on efficiencies for Learning Disabilities, the Chief Executive said that consultation on changes to on-call arrangements were taking place and that the two other efficiencies questioned in this area were both achievable.

In thanking Councillor Woolley for his questions, the Chair suggested that the full list of questions be passed to the officers to enable a detailed response to be shared with the full Committee prior to the next meeting. Councillor Woolley agreed and went on to refer to the Committee's role in scrutinising. The Chief Executive agreed with this approach given that some of the issues within the spreadsheet were specialist areas and said that a response would be provided to the Committee within a week. Councillor Clive Carver asked that the questions and answers be circulated to the Committee by email as well as hard copy.

RESOLVED:

- (a) That the contents of the report be noted; and

- (b) That written responses be provided to Councillor Woolley's written observations and questions, by 8 August 2014.

15. YEAR END SERVICE PERFORMANCE REPORT

The Committee received a report to note and consider the 2013/14 year end service performance report produced under the adopted business model of the Council, covering the period January to March 2014. The responsible officers each gave a short presentation on performance, outlining work which had been undertaken to improve performance and areas where improvement was needed, as outlined within the report.

Finance

The Chair offered her congratulations to the Revenues & Benefits team for their excellent work in providing assistance.

Councillor Paul Shotton welcomed the news that the Council was the joint highest performer in Wales for the collection of Council Tax and the second highest in collecting Non Domestic Rates (NDR). He stressed the importance of residents being able to seek assistance from the Flintshire Connects offices and asked for an update on footfall at the offices. The Chief Executive said that monthly statistics would be shared with the Committee.

In response to a question from Councillor Clive Carver on Court action taken by the Council for two outstanding amounts of NDR, the Revenues & Benefits Manager explained that the two companies had exposed a legal loophole in changes to NDR charges on empty properties. He said that the Council had paid a proportion of the legal costs which could not be recovered beyond £70, as set out by the Welsh Government (WG), however an administration grant from WG was used to cover partial costs such as legal action. When asked for the approximate cost to the Council of the Court action, the Revenues & Benefits Manager estimated this to be around £9K but would confirm the actual figure after the meeting. The Leader and Cabinet Member for Finance said that the loophole was of national significance and was proud that Flintshire had been at the forefront of instigating legal action to stop this practice.

Councillor Robin Guest felt that the Council should be offered a contribution from the WG or central Government in recognition of the positive outcome from the legal action. On the success in Council Tax collection rates, the Revenues & Benefits Manager said that the emphasis of work had changed to debt management to proactively assist customers and resolve future payments which was supported by the Citizens' Advice Bureau and the Fair Debt Policy which was in place to assist households.

Councillor Mike Peers remarked on the need to improve sickness absence figures in the Council and asked that commentary in the report reflect the current position rather than stating that the target had not been met but had improved from the previous year. When asked about the amount of uncollected Council Tax, the Revenues & Benefits Manager said that this was in the region of £180K per annum.

The Chief Officer (People & Resources) commented on the need for a consistent approach to reporting attendance management and benchmarking within the new portfolio area to give a better understanding. Proactive actions were taken to address absences, with reports reflecting long and short-term absences.

The Chief Executive said that attendance figures for the Finance section were better than the corporate average. Whilst some long-term cases were justifiable, others may be a cause for concern, however there had been examples of successful negotiations in the organisation with some leading to mutual agreement on voluntary redundancy.

In response to a comment from Councillor Ron Hampson, the Chief Executive said that Flintshire's absence rates were average but that further improvements could and should be made.

Following a comment from Councillor Ian Dunbar on appraisals, the Chief Executive said that any less than 100% completion was unacceptable and that work was in hand on an improved appraisal model. He reminded the Committee that an annual appraisal was only one of the methods for supervision and management and should not be taken as a single measure of the quality of supervision within the organisation.

Human Resources & Organisational Development

The Chief Officer (People & Resources) explained that the unusually low percentage of appraisals undertaken within the section had arisen due to necessary resources dedicated to the implementation of Single Status and Equal Pay. As an update, she was pleased to report that 85% of appraisals had been completed to date, with 100% due for completion by the end of August.

The Chief Executive gave assurance that the report delivered on the Improvement Priorities with a careful, efficient and risk managed approach taken on the senior management structure, involving Trade Union colleagues and based on research from experience in English Authorities. He spoke of swift progress on Organisational Change, together with the significant task of Single Status implementation and appeals process.

Councillor Carver asked for clarification on various acronyms and asked that the full explanation be given when first used in reports.

On Data Protection, Councillor Paul Shotton commented on the need for robust procedures to combat cybercrime. When asked for the percentage of Single Status appeals and maintenance results which were favourable to employees, the Chief Officer (People & Resources) said that this would be shared with the Committee in September, following notification to employees. The completion of 300+ appeals submitted (less than the 500 estimated in the model) meant that work was now underway to check consistency of results prior to advising the workforce. The Chief Executive said that the general trend with other Councils was for 50% of appeals to be upheld.

Councillor Guest expressed disappointment in the number of Freedom of Information (FOI) requests responded to within the deadline and asked for detail on the Internal Audit report on the Disciplinary Policy. The Chief Officer (People & Resources) said that an improvement in performance was expected, following the diversion of resources, but pointed out that some FOI requests were complex and detailed which presented a challenge in meeting the 20 day response deadline. She explained that the types of issue identified as part of the audit on the Disciplinary Policy related to training/coaching of officers, but would provide the Committee with more detail on the 'high' recommendations.

The importance of managers undertaking appraisals was highlighted by Councillor Peers, who suggested that May/June was a more appropriate starting point. The Chief Executive reiterated plans to improve the appraisal model and spoke of a strong culture of '1-1' communication and supervision in place at Human Resources and in Corporate Services generally. The Chief Officer (People & Resources) made reference to the current focus on Single Status but gave assurance that robust project management arrangements remained in place to deliver on the Council's Priorities.

Councillor Arnold Woolley spoke about the importance of the Council's workforce and urged caution in progressing Organisational Change to avoid any potential impact of stress on individuals. He went on to refer to the importance of the new appraisal model in dealing with the allocation of workload resulting from workforce reduction. When asked if the target had been met for all employees in the section to complete Data Protection training, the Chief Officer (People & Resources) agreed to provide a response before the next meeting.

In response to queries from the Chair, the Chief Executive provided an update on the senior management structure and transitional arrangements where work was due to commence on separating the Organisational Change portfolios. A report would be submitted to Council in September 2014 with the options for the Monitoring Officer role.

On flexible/agile working, the Chair raised concerns about difficulties in contacting officers from some sections, particularly at certain times of the day and summer holidays. She felt that this was especially important in view of the approach to the budget consultation period. The Leader and Cabinet Member for Finance explained that some sections of the Council had piloted agile working and suggested that a presentation previously given at Cabinet to address queries from Members could be shared with the Committee at a future meeting.

The Chief Executive said that cover within departments was expected and that flexible working should benefit both the employee and employer. He spoke of work carried out with Trade Union colleagues on the Flexible Working Policy to reduce the amount of flexi leave to discourage unnecessary build-up of time. A special Group Leaders' meeting had been arranged over the summer to give more detail on the approach to the budget setting process.

In response to concerns raised by Councillor Carver about difficulties in contacting some officers working from home, the Chief Executive reinforced the expectation that officers should be accessible when working flexibly and asked that Members refer any specific cases of repeated difficulty in making contact to

him for follow-up. The Head of ICT & Customer Services agreed to look into a query regarding the use of an '0845' out of hours telephone number displayed on the Council's website. On flexible working, he advised that facilities such as voicemail and hunt groups could be used to transfer calls to another location.

ICT and Customer Services

During an update on the issuing of electronic tablet devices to Members, it was reported that 50% of Members had been issued with iPads, with 18 Members yet to indicate their preference. Councillor Mike Peers suggested that a training session would benefit Members to incorporate useful knowledge such as how to annotate documents. He welcomed the support provided by Andrew Peers in ICT but raised concerns at the lack of backup support when Andrew was unavailable. The Head of ICT & Customer Services said that full support was expected from the ICT Helpdesk, however agency workers had recently been engaged in this area who may not have been aware of the backup arrangements.

The Chair felt that it would be helpful for committee officers to provide ICT support on iPads at committee meetings. She was advised that a request had been made to the Democracy & Governance Manager for this to be an option.

Various Members spoke in support of all-Member training on iPads, including the Chair who also suggested that Members who were more IT literate could assist others. The Head of ICT & Customer Services agreed to look at what training could be arranged and encouraged all Members to use the iPads at meetings. The Head of Legal & Democratic Services referred to the significant savings achieved from the use of iPads as opposed to despatching paper agendas.

Councillor Carver praised officers in main reception and Customer Services for their prompt answering of telephone calls.

The Head of ICT & Customer Services explained that the target for call response times in the Contact Centre had not been met, despite an improvement from last year, and that discussions were underway to reconsider the target of 15 seconds which he believed was unrealistic. Councillor Guest supported this view and felt that 20 seconds would be a more realistic target.

Legal & Democratic Services

During an update on all Wales benchmarking statistics, the Head of Legal & Democratic Services was pleased to report that Flintshire was currently placed 5th lowest in relation to cost per head of population and was now 9th in terms of the number of fee earners compared to other officers.

Councillor Paul Shotton commented that the move to Individual Elector Registration (IER) would increase public engagement in the voting process. The Head of Legal & Democratic Services explained the background to this change which would help increase security on registration. A new website developed by the Government would provide information and enable individuals to register online.

In response to a comment from Councillor Guest on Flintshire's current position on income generation for the Legal service, the Head of Legal & Democratic Services explained that whilst a collaborative approach could help to share good practice, protect services and increase specialist areas, there was scope for further work around income to reduce the cost of the service that was borne by the Council. When asked about cost implications from IER, he said that savings were achievable this year due to work focussing on the 11.4% of households whose data had not matched with Department of Work & Pensions records. Work on the full canvass due in October 2015 may generate additional cost, but it was hoped that increased promotion of the Government website would encourage users to register online. It was the intention to publicise a link to that website on the Council's website and on correspondence.

Following a request from the Chair, the Head of Legal & Democratic Services agreed to reissue the information leaflet prepared by the Electoral Commission on IER to the Committee. He went on to provide explanation to Councillor Carver on the results of the Internal Audit reports which indicated a good level of assurance overall.

RESOLVED:

That the comments/observations of the Committee are fed back to the Policy, Performance & Partnerships Team who are responsible for the overview and monitoring of improvement targets, for inclusion in the report to Cabinet.

At this point in the meeting, a five minute recess was announced by the Chair.

16. YEAR END IMPROVEMENT PLAN MONITORING REPORT

The Head of ICT & Customer Services introduced a report to note and consider elements of the 2013/14 Year End Improvement Plan Monitoring Report relevant to the Committee for the period January to March 2014.

Achieving Efficiency Targets

Councillor Mike Peers asked for explanation on differences in progress on some of the value for money reviews. The Head of ICT & Customer Services referred to the spreadsheet discussed earlier in the meeting and said that efficiencies to be delivered in-year were tracked in monthly monitoring reports.

Councillor Peers felt it was unwise to describe a shortfall of £125K against the procurement cost efficiency target as a 'slight' amount. The Corporate Finance Manager said that this was a fair point although the amount was in relation to the target of £1.723m. He went on to say that the shortfall had been accounted for and offset by other efficiencies.

Access to Council Services

Councillor Peers felt that more promotion was needed on the excellent Flintshire mobile 'app' which allowed contact with the Council but felt it would be useful to include a facility to comment on previous incidents. He expressed his disappointment at the decision taken by North Wales Police (NWP) not to take up

occupancy at Flintshire Connects in Buckley. The Head of ICT & Customer Services explained that NWP had agreed to hold regular surgeries at the office but had opted not to take up permanent residence due to the cost of converting the offices to requirements.

Following a question from Councillor Arnold Woolley on Flintshire Connects branches, it was explained that North Wales Police shared accommodation in both Holywell and Flint but not at Connah's Quay.

RESOLVED:

That the report be received.

17. REVENUE BUDGET MONITORING 2013/14 (OUTTURN) AND CAPITAL PROGRAMME 2013/14 (OUTTURN)

Revenue Budget Monitoring 2013/14 (Outturn)

The Corporate Finance Manager introduced a report on the Council Fund and Housing Revenue Account (HRA) outturn for 2013/14 (subject to audit) and the impact on the respective level of reserves at 31 March 2014, as endorsed by Cabinet and reflected in the Statement of Accounts reported to Audit Committee on 16 July 2014.

For the Council Fund, the final net in-year expenditure was £3.387m less than the budget, which was an increase of £0.235m reported at Month 12. A contingency reserve balance of £5.328m was reported, as at 31 March 2014. Details of all variances against the budget were shown in the report, along with a brief overview of the year.

An update on efficiencies advised that £4.213m had been achieved during the financial year, representing 79% of the target. An overview was given of the latest position on non-standard inflation, as included in the report. The latest position on unearmarked reserves reported the final level of contingency reserve as £5.328m as at 31 March 2014.

It was explained that this would be increased to £6.073m in 2014/15 due to the repayment of exit costs (associated with Phase 1 of the senior management review) to the reserve, as a result of these costs needing to be accounted for in 2013/14. A sentence omitted from the report stated that the amount would be offset by projected costs of £0.696m incurred in 2014/15 associated with Organisational Change & Redesign and approved by delegated powers.

On the HRA, a net underspend of £0.229m was reported, leaving a closing balance of £1.662m at 31 March 2014, which was 5.81% of the total expenditure, exceeded the recommended minimum level of 3%.

In response to queries raised by Councillor Mike Peers on variances within the Council Fund and HRA, the Corporate Finance Manager agreed to circulate information on costs and the likely completion date of the investigation within Waste. He would also liaise with Housing colleagues to respond with explanation

on the sub-contractor overspend of £0.437m due to adverse weather conditions. In relation to variances in Leisure Services, it was explained that additional resources had been agreed as part of the budget process for 2014/15 to address this and that any new variances would be included in monthly budget reporting as usual.

Councillor Peers said that no supporting information had been provided to explain why the £0.060m efficiency under the Flintshire Futures Assets Workstream (Facilities Management) had not been achieved. The Head of ICT & Customer Services explained that some delays had occurred on the closure of the Connah's Quay office following the opening of Flintshire Connects, however a full response would be provided to the Committee.

As a general comment, the Corporate Finance Manager referred to the level of detail in the report and suggested that a better approach may be for Members to share questions on specific service areas in advance of the meeting to enable a full response to be given.

The Chair referred to the increase in projected underspend on Primary School Services which was primarily due to reduced demand for Early Entitlement services and raised concerns about the future of Early Entitlement funding availability which was vital to playgroups.

Capital Programme 2013/14 (Outturn)

The Corporate Finance Manager introduced Capital Programme outturn information for 2013/14 (subject to audit) which had been approved by Cabinet on 15 July 2014. Explanation on changes to each programme area which had taken place since Month 9 were reported, resulting in a decrease of £2.662m on the Council Fund, partially offset by an increase in the HRA of £0.748m.

A breakdown of the total outturn expenditure of £37.975m indicated that 95.23% of the budget had been spent across the whole programme.

A total rollover of £6.011m into 2014/15 had been approved by Cabinet to date, partially offset by the return of £0.181m to 2013/14, resulting in a net rollover total of £5.830m. Most of the £0.181m had related to expenditure on Town Centre Regeneration incurred in 2013/14 rather than 2014/15 as previously anticipated. Detail on further rollover at outturn of £1.904m was included in Appendix B to the report.

The final outturn position for capital receipts was £2.470m which reflected a decrease of £1.230m from the original budget, partially offset by the £0.038m of unallocated funding when the 2013/14 budget was set.

The Chair referred to the underspend on Primary Schools and said that these should have been priced correctly at the start or that efficiencies identified should be reallocated to the repairs and maintenance budget for schools.

RESOLVED:

That the reports be noted.

18. REVENUE BUDGET MONITORING 2014/15

The Corporate Finance Manager introduced a report to provide Members with the first available Revenue Budget Monitoring information for 2014/15 (as at Month 2) for the Council Fund and Housing Revenue Account (HRA) as approved by Cabinet on 15 July 2014.

The level of detail contained within the report had been impacted by the need for resources to be diverted to work on the closure of the accounts for 2013/14 within the statutory deadline, however communication was continuing with service managers on changes in demand to their respective areas.

Some emerging issues and risks had been identified, as detailed, and included out of county placements, deprivation of liberty assessments, professional support (leaving care), Single Status and the former Euticals site.

No significant variations had been identified in the HRA.

The position on unearmarked reserves reported that the final level of Council Fund Contingency Reserve brought forward into 2014/15 was £5.328m, as noted in the previous agenda item.

An update on the progress against the Corporate Efficiencies and Workforce Efficiencies was included in the report as discussed in the earlier agenda item.

During an update on the monitoring of efficiencies, the Head of ICT & Customer Services reported that following the first voluntary redundancy programme earlier in the year, work was underway to deal with a number of deferred voluntary redundancy applications prior to a follow-up programme in late August/September 2014.

On the former Euticals site, Councillor Robin Guest asked whether assistance sought from the Welsh Government (WG) would impact on the ownership of the site. The Corporate Finance Manager said that this would need to be a consideration when seeking a response from WG.

RESOLVED:

That the content of the reports be noted.

19. FORWARD WORK PROGRAMME

The Member Engagement Manager introduced the report to enable the Committee to consider the Forward Work Programme. The following suggestions were agreed:

- Items on the Wales Audit Office Certificate of Compliance and Budget Setting and Budgetary Control Arrangements for the meeting on 11 September 2014.

- Update on the flexible working pilot on 9 October 2014.
- The Member Engagement Manager to liaise with the Chair and Chief Officer (People & Resources) to schedule future items on Agile Working and Health & Wellbeing.

Councillor Arnold Woolley requested items on the Funship in Mostyn (responsibility, removal of assets and liability) and the transfer of maintenance costs of the Flintshire bridge in Connah's Quay. The Member Engagement Manager said that he would provide a response outside the meeting.

The Member Engagement Manager advised that the People Strategy Implementation workshop was likely to be held on the afternoon of Monday 20 October 2014, but would confirm in writing to the Committee.

Following a comment from Councillor Robin Guest, it was noted that progress on functional value for money reviews would be included as part of the budget monitoring reports to the Committee.

RESOLVED:

That the Forward Work Programme, as amended at the meeting, be approved.

20. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

There were two members of the press in attendance.

(The meeting started at 9.30 am and ended at 12.18 pm)

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Chair

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 11TH SEPTEMBER 2014**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **IMPROVEMENT PLAN 2014-15 AUDIT – CERTIFICATE OF COMPLIANCE**

1.00 PURPOSE OF REPORT

- 1.01 To advise Members of the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2014-15 Improvement Plan.
- 1.02 Members to receive a presentation of the key issues by the Wales Audit Office and note the Council's Executive response.

2.00 BACKGROUND

- 2.01 The Auditor General is required by the Local Government (Wales) Measure 2009 (the Measure) to report any audit and assessment work which informs tangible judgement as to whether a Council has discharged its duties and met the requirements of the Measure.
- 2.02 This is the first certificate that the Council will receive during 2014/15; to certify the Auditor General's views on whether the Council has discharged its duties in respect of improvement planning. The second certificate will consider the Council's compliance with requirements to make arrangements to secure continuous improvement.
- 2.03 The issuing of certificates by the Auditor General for Wales (AGW) replaces the former practice of 'letters' which have been issued for the last four years. The AGW has decided to discharge his audit duties under section 17 of the Measure by checking whether authorities have published improvement plans and assessments of performance as required by them under section 15 of the legislation. Provided an authority meets these statutory requirements, it will have complied with Welsh Government statutory guidance. The issue of a certificate for each audit will state whether or not an authority has discharged its duties.

Limiting the audit approach to that described above is to allow concentration on improvement assessment work on issues critical to organisational health and to aspects directly relevant to driving

improvement within the current local government context. Less emphasis will be placed on compliance testing and more emphasis on providing insight into drivers and barriers to improvement.

3.00 CONSIDERATIONS

3.01 The certificate states the Auditor General's opinion on whether the Council has discharged its statutory duties in respect of improvement reporting.

3.02 The certificate is attached at Appendix 1.

3.03 The conclusion of the audit is:

“As a result of my audit, I believe that the Council has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.”

The Auditor General has made no new statutory recommendations or proposals for improvement.

3.04 As is good practice, the Council always makes a full response to issues raised as part of external regulatory reports. The response is attached at Appendix 2.

3.05 The certificate and the Council's response will be received by both the Cabinet and the Audit Committee meeting later this month. Both these committees will receive a presentation by the Wales Audit Office detailing the background to the conclusion drawn. This was at the request of the Corporate Resources Overview and Scrutiny Committee at its meeting in June.

4.00 RECOMMENDATIONS

4.01 To advise Members of the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2014-15 Improvement Plan.

4.02 Members to note the report and the Council's Executive response.

5.00 FINANCIAL IMPLICATIONS

5.01 The letter has no direct implication in relation to finance.

6.00 ANTI POVERTY IMPACT

6.01 The letter has no direct implication in relation to poverty.

7.00 ENVIRONMENTAL IMPACT

7.01 The letter has no direct implication in relation to environmental impact.

8.00 EQUALITIES IMPACT

8.01 The letter has no direct implication in relation to equalities.

9.00 PERSONNEL IMPLICATIONS

9.01 The letter has no direct implication in relation to personnel issues.

10.00 CONSULTATION REQUIRED

10.01 None required.

11.00 CONSULTATION UNDERTAKEN

11.01 Senior officers have had input into the findings of this audit.

12.00 APPENDICES

12.01 Appendix 1: Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2014-15 Improvement Plan.
(August 2014)

Appendix 2: The Council's response to the Auditor General's Certificate of Compliance (August 2014)

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

None

Contact Officer: Karen Armstrong
Telephone: 01352 702740
Email: karen_armstrong@flintshire.gov.uk

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Certificate of Compliance

Audit of Flintshire County Council's 2014-15 Improvement Plan

Certificate

I certify that I have audited the 2014-15 Improvement Plan produced by Flintshire County Council (the Council) in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

Respective responsibilities of the Council and the Auditor General

Under the Measure, the Council is required to prepare and publish an Improvement Plan describing its plans to discharge its duties to:

- make arrangements to secure continuous improvement in the exercise of its functions;
- make arrangements to secure achievement of its improvement objectives; and
- make arrangements to exercise its functions so that any performance standard specified by Welsh Ministers is met.

The Measure requires the Council to publish its Improvement Plan as soon as is reasonably practicable after the start of the financial year to which it relates, or after such other date as Welsh Ministers may specify by order.

The Council is responsible for preparing the Improvement Plan and for the information set out within it. The Measure requires that the Council has regard to guidance issued by Welsh Ministers in preparing and publishing its plan.

As the Council's auditor, I am required under sections 17 and 19 of the Measure to carry out an audit of the Improvement Plan, to certify that I have done so, and to report whether I believe that the Council has discharged its duties to prepare and publish an Improvement Plan in accordance with statutory requirements set out in section 15 and statutory guidance.

Scope of the Improvement Plan audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information, or whether the Improvement Plan published by the Council can be achieved. Other assessment work that I will undertake under section 18 of the Measure will examine these issues. My audit of the Council's Improvement Plan, therefore, comprised a review of the plan to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the plan complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing its plan.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.



HUW VAUGHAN THOMAS

AUDITOR GENERAL FOR WALES

cc: Lesley Griffiths, Minister for Local Government and Government Business
Huw Lloyd Jones: Manager
Paul Goodlad: Performance Audit Lead

Wales Audit Office Certificate 1: Improvement Plan 2014/15

August 2014

Executive Response

The Auditor General for Wales has provided a positive Certificate of Compliance in relation to the audit of the Improvement Plan 2014/15 which overall, is a fair and positive summary of the position of the Council. The report is a welcome endorsement of a full year of improved improvement reporting following the introduction of this year's Improvement Plan.

There are no new statutory recommendations or proposals for improvement.

In our response we set out how we will make improvements to ensure full compliance with the spirit and detail of the national guidance.

Listed below are the principal topics highlighted by the Wales Audit Office along with our response.

Issue	Response
Avoid inconsistency and ambiguity when future Plans are produced:	
– ensure that success measures are capable of demonstrating whether planned outcomes are being met;	The example to demonstrate this point has perhaps not been fully understood; as the planned outcome is “Independent living”, to which all these measures contribute. Some planned outcomes need to be measured with ‘proxies’ as exact measurement may only be achieved over a long period of time or cannot be directly measured.
– if future targets are intentionally lower than recent outturn performance, explain why;	Yes, noted.
– focus the Improvement Plan on areas where the Council intends to make a “bigger impact’ – and reflect this in the targets; and	The example to illustrate this point “effective streetlighting” does contribute to community safety, which is why it has been included.
– ensure that aspirations to improve outcomes are reflected in achievement measures which target improved performance.	Noted; this is an area that needs to be improved in a small minority of cases.
Explore cost-effective ways to improve access to, and awareness of, the 2014-15 Improvement Plan (and other key plans) – for all citizens	Access to key documents is usually searched using a key search engine such as Google or using the ‘search’ tool on the FCC website itself. Further opportunities to promote the Improvement Plan will be taken with the introduction of the new e-newsletter.

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 11TH SEPTEMBER, 2014**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **IMPROVEMENT PLAN MONITORING REPORT**

1.00 PURPOSE OF REPORT

1.01 To note and consider elements of the 2014/15 Improvement Plan Monitoring Report relevant to the Corporate Resources Overview and Scrutiny Committee. The report covers the period April – July 2014.

1.02 To note the following:-

- The levels of progress and confidence in meeting the Council's Improvement Priorities and their impacts including the milestones achieved.
- The measures which evidence achievement and the baseline data, and targets.
- The baseline risk assessment for the strategic risks identified in the Improvement Plan and the arrangements to control them.

2.00 BACKGROUND

2.01 The new style Improvement Plan adopted by Council in June 2013 which is aligned to the new three year Outcome Agreement, focuses on the priorities which are expected to have the most impact during 2014/15.

2.02 The new Improvement Plan for 2014/15 resulted in a reduction in the number of sub-priorities, from 24 to 22. All Overview & Scrutiny Committees were consulted in May/early June 2014 on the new Plan and how achievements would be measured prior to its adoption by Council in June 2014. The changes to the improvement priorities to be scrutinised by the Corporate Resources Overview & Scrutiny Committee are as follows:-

- The 'Matching Resources to Priorities' and 'Achieving Efficiency Targets' sub-priorities became 'Financial Strategy', a single sub-priority.
- The 'Single Status' sub-priority was replaced with a new sub-priority 'People Change & Development' as the Single Status project was nearly complete.

2.03 In addition to the Improvement Plan Monitoring Report, bi-annual performance highlight reports will be presented from Chief Officers. These will be similar to those previously produced by the Heads of Service for quarterly reporting.

3.00 CONSIDERATIONS

3.01 The Improvement Plan Monitoring Report gives an explanation of the progress being made towards delivery of the impacts set out in the Improvement Plan. The narrative is supported by measures and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.

3.02 For Corporate Resources Overview and Scrutiny Committee the following Improvement Plan sub-priority reports are attached at Appendix 1 – 7:-

- Welfare Reform
- Organisational Change
- Financial Strategy
- Procurement Strategy
- Asset Strategy
- Access to Council Services
- People Change & Development

4.00 RECOMMENDATIONS

4.01 That the Committee consider the 2014/15 Improvement Plan Monitoring Report, highlight and monitor poor performance and feedback details of any challenge to the Policy, Performance & Partnerships Team who are responsible for the overview and monitoring of improvement targets.

5.00 FINANCIAL IMPLICATIONS

5.01 There are no specific financial implications for this report; however the Council's Medium Term Financial Plan is aligned to resource the priorities of the Improvement Plan.

6.00 ANTI POVERTY IMPACT

6.01 There are no specific anti poverty implications for this report, however poverty is a priority within the Improvement Plan 2014/15.

7.00 ENVIRONMENTAL IMPACT

7.01 There are no specific environmental implications for this report; however the environment is a priority within the Improvement Plan 2014/15.

8.00 EQUALITIES IMPACT

8.01 There are no equalities implications for this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no personnel implications for this report.

10.00 CONSULTATION REQUIRED

10.01 Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

11.01 The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.

12.00 APPENDICES

- 12.01 Appendix 1 – Welfare Reform
- Appendix 2 – Organisational Change
- Appendix 3 – Financial Strategy
- Appendix 4 – Procurement Strategy
- Appendix 5 – Asset Strategy
- Appendix 6 – Access to Council Services
- Appendix 7 – People Change & Development

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

None.

Contact Officer: Robert Robins
Telephone: 01352 702320
Email: robert.robins@flintshire.gov.uk

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APPENDIX 1

Priority: Poverty
Sub-Priority: Welfare Reform
Impact: Protecting people from poverty

What we will do in 2014/15:

1. Place a greater emphasis on preventing homelessness

Progress Status	Progress RAG	A	Outcome RAG	A
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In order to robustly test the processes and policies that will be required to implement the new statutory homelessness provisions within the Housing Act 2014, (scheduled to be introduced in April 2015) a pilot of an enhanced homelessness prevention service is being delivered to anyone who is at risk of homeless within 56 days. Advice and support continues to be proactively targeted at vulnerable households impacted by the welfare reform who are struggling to maintain contractual housing payments.

Achievement will be measured through:

- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months
- Number of tenants helped to move to more affordable accommodation (because of the spare room subsidy)

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
HHA/013 - The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months.	Chief Officer – Community and Enterprise	84.89%	90%	90%	N/A	N/A	G
Number of tenants helped to move to more affordable accommodation because of the spare room subsidy		50	65	TBC	9	A See point 3 in table below, reflecting the actions being employed in relation to this activity.	A

Risks to Manage - Meeting the growing costs of homelessness prevention

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
page 27	H	R	<ol style="list-style-type: none"> Enhancing provision of homelessness prevention services for anyone at risk of homelessness within 56 days through our 'reasonable steps pilot'. Integrated Housing Access & Housing Options Team enables realistic housing options to be provided to residents seeking assistance with housing. To increase the number of transfers amongst tenants impacted by the spare room subsidy, a Housing Officer (Welfare Reform) has recently been appointed. However, the officer is now also working with households with more complex needs, i.e. disability & need to move to adapted properties. Such households are more difficult to transfer to alternative, suitable accommodation & the officer will be implementing a range of approaches to resolve the housing problems experienced by such tenants. 	M	M	A	<ol style="list-style-type: none"> Identifying & putting place appropriate resources to enable the effective delivery of a Housing Solutions Service from April 2015. Implementing a Common Housing Register for all social housing providers operating within Flintshire. The Tackling Poverty Partnership is overseeing the implementation of measures to improve financial capability & access to affordable credit within households impacted by welfare reforms. 	Chief Officer Clare Budden	↓	M	M	A

2. Provide advice and support services to help people protect their income				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>During the period April to June 2014, Welfare Rights maximised the income within 511 Flintshire households by helping them to claim welfare benefits and tax credits with a value of £518,000. In addition, households at risk of homelessness were assisted to manage debts totalling £428,000. Tenanted households, impacted by the welfare reforms – in particular by the spare room subsidy (bedroom tax), received discretionary housing payments totalling £64,923.23. This outcome of income maximisation work is not only beneficial for the household but also increases spending power within the local economy and positively supports the attainment of the objectives within the Tackling Poverty and Homelessness Prevention agendas.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> ▪ Number of Flintshire residents assisted by Flintshire County Council to maximise their income ▪ Number of residents supported to successfully challenge adverse benefit decisions ▪ Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council ▪ Amount of monthly debt managed as a result of advice provided by the Money Advice Service ▪ Amount of monthly discretionary housing payment (DHP) paid to support peoples housing needs including changes due to Welfare Reform 				

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Chief Officer – Community and Enterprise	£2.3 million	£2 million	£2.6 million	£518,403	G	G
The following indicators are provided for information and monitoring only and are not suitable for setting targets against							
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Chief Officer – Community and Enterprise	1,680	N/A	N/A	511	N/A	N/A
Number of residents supported to successfully challenge adverse benefit decisions		180	N/A	N/A	43	N/A	N/A
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council		£2.3 million	N/A	N/A	£518,403	N/A	N/A
Amount of monthly debt managed as a result of advice provided by the Money Advice Service <i>It has been decided this year to exclude the housing costs (i.e., total amount of outstanding mortgage) from the debt managed</i>		N/A – new measure	N/A	N/A	£428,100	N/A	N/A
Amount of monthly discretionary housing payment (DHP) paid to support people to adjust to Welfare Reform changes		N/A – new measure	N/A	N/A	£64,923.23	N/A	N/A

Risks to Manage - Advice and support services sufficient to be able to meet demand

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
	(I)	(Lxl)		(L)	(I)	(Lxl)				(L)	(I)	(Lxl)
H	H	R	<p>1. The development of an Advice Gateway to complement the Support Gateway will maximise the effective use of available services resources through reducing duplication of effort and ensuring residents have ease of access to the most appropriate service provider.</p> <p>2. We are ensuring front line staff possesses the knowledge, skills and confidence to be able to advise and support service users/residents on a range of social welfare issues, i.e., maximising income, managing money, etc.</p>	M	M	A	<p>1. The development of the Local Support Services Framework will promote partnership working in order to make effective use of available service resources.</p> <p>2. The Tackling Poverty Partnership will identify and co-ordinate funding applications with the aim of maximising the take-up of funding opportunities amongst services</p>	Chief Officer Clare Budden	↓	M	M	A

3. Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area

Progress Status	Progress RAG	G	Outcome RAG	G
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Flintshire County Council and the Department of Working Pensions (DWP) have put into operation a local delivery agreement to ensure appropriate support is available to help claimants to make and sustain their Universal Credit (UC) claims. The agreement will also provide DWP decision makers with direct access to technical advice and support from the Council's Housing Benefit Service on UC claims that include housing costs. The achievement measures for 2014/15 are based upon figures provided by the DWP, which they based upon projected claimant numbers from the six original UC pathfinder areas. As a Local Authority, Flintshire has no control over the speed at which the Westminster Government is progressively implementing UC within Flintshire. As such it is not appropriate to have targets for these measures but outturns will be provided as management information. However, the DWP have agreed to fund the local delivery agreement during the period April 2014 – March 2015, and the low numbers claiming UC will not negatively affect the agreed level of funding, nor will there be any negative impact upon residents. It is also important to note that the role out within Flintshire is progressing very positively and as a live UC area it has enabled FCC to positively influence the DWP to formulate their national UC policies to reflect best practice being undertaken to support UC claimants in Flintshire.

Achievement will be measured through:

- Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support
- Number of Universal Credit claimants assisted with on-line access
- Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
The following indicators are provided for information and monitoring only and are not suitable for setting targets against							
Number of Universal Credit claimants referred to Citizens Advice Bureau for Personal Budgeting support	Chief Officer – Community and Enterprise	N/A – new measure	N/A	TBC	4	N/A	N/A
Number of Universal Credit claimants assisted with on-line access		N/A – new measure	N/A	TBC	1	N/A	N/A
Number of claims referred from Jobcentre Plus to Flintshire County Council Housing Benefit service		N/A – new measure	N/A	TBC	25	N/A	N/A

Risks to Manage - Eviction levels rising if tenants are unable to afford to pay their rent

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
Page 32	(H)	(LxI)	1. FCC Housing Benefit Service proactively uses Discretionary Housing Payments to assist households at risk of homelessness. 2. Welfare Reform Team targets support & early interventions at vulnerable households losing social security income. 3. DWP are introducing positive changes to improve the processes for UC claims that include housing costs. These improvements include a new specialist team within the UC service centre to manage housing costs claims & improved communications between Social Landlords and the universal credit service centre.	(L)	(I)	(LxI)	1. FCC is part of an all Wales Project that is reviewing the Discretionary Housing Payment scheme with the aim of promoting best practice & ensure efficient use of the DHP budget over the longer term. 2. Consider ways in which the social & private rented sectors can identify the capabilities of tenants to manage direct payment of benefit 3. Implement appropriate measures to prepare tenants, as much as practical, to be better able to seamlessly transfer over to direct payments of housing costs as the UC roll out intensifies.	Chief Officer Clare Budden	↓	(L)	(I)	(LxI)
H	H	R		M	M	A				M	M	A

Risks to Manage - Local Economy may suffer as residents have less income to spend

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	M	A	1. Services in place to assist residents to maximise household income by encouraging & enabling the take-up of social security benefits & tax credits & by competently managing their financial commitments. 2. FCC funding a personal budgeting support service delivered by the CAB, for UC claimants who experience problems managing their household budget.	M	M	A	1. The development of the Local Support Services Framework will identify the advice & support resources that are required to help residents to manage the impacts of longer-term transformations of the social security system. 2. The Council needs to continue to forecast the projected impacts of future changes to social security legislation upon residents, service users, service providers, local businesses.	Chief Officer Clare Budden	↔	M	M	A

Risks to Manage - Resources to meet the requirements of the Universal Credit roll-out

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	M	A	1. During the period April 14 – March 15, the UC delivery partnership agreement will ensure resources are in place to UC claimants to make & sustain UC claims. 2. FCC & DWP hold a regular UC strategic meeting to manage the implementation of the Universal Credit local delivery partnership agreement. 3. FCC has created a UC liaison officer to collate & disseminate management information on UC.	L	L	G	1. Whilst measures are in place to offer personal budgeting support to new Universal Credit claimants, the Tackling Poverty Partnership need to develop a strategic approach to how the financial literacy and money management skills within all households impacted by welfare reforms, or who will be as Universal Credit is rolled out are to be improved.	Chief Officer Clare Budden	↔	L	L	G

APPENDIX 2

Priority: Modern and Efficient Council
Sub-Priority: Organisational Change
Impact: Managing services well to achieve our priorities

What we said we would do in 2014/15 – Agree an organisational change programme that will: -

1. Implement the proposed future operating model for the Council.

Progress Comment	Progress RAG	A	Outcome RAG	G
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The Council has completed phase 1 to implement a new business model (approved by Council at the end of March 2013), by successfully recruiting 9 Chief Officer posts (plus the Chief Executive) to manage functional portfolios of services. Work is on schedule to set new service structures to support the model in addition to further progressing organisational modernisation and service reform. A recent assessment of the transitional risks into the new model has shown that good progress has been made in a relatively short period of time and that the risks are being successfully managed.

Achievement will be measured through:

- Successful transition into the new operating model
- Streamlining the organisation

Achievement Milestones for strategy and action plans:

- Implementation of senior management structure phase 1 operating model on time and on budget by June 2014
- Agreement of senior management phase 2 proposals for implementation throughout 2014-15 by September 2014

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Q1 Outturn	Performance RAG	Outcome Performance Predictive RAG
Minimising service disruption and failure, which affects performance targets, during the transition phase of the new mode;	Chief Executive	65% Improvement plan targets met	75%	100%	57%	A	A
Overall annual efficiency savings from a combination of the achievement milestones above		N/A	£1.450m	£2.000m	£0.613m	A	A

* this figure will be provided based on targets that can be measured quarterly and once the analysis has been completed.

2. Integrate business units and consider alternative models

Progress Comment	Progress RAG	G	Outcome RAG	A
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As part of the new operating model business units have been integrated to simplify and align service delivery points with the intent of streamlining business and delivering efficiencies.

The Council is currently developing a new approach to business planning for the longer term that will propose alternative service delivery models where appropriate based on the aims of protecting services and being cost efficient. This has been progressing at a fast pace: -

- The number and content of plans have been determined at a high level for strategic and portfolio fit.
- Plans are being developed with options for the longer term for service delivery.

The consideration of alternative models is also supported by a major piece of phased public engagement taking place between August and November. The first phase is intended to raise public awareness of the deteriorating national positions and local consequences as well as build expectation ready for difficult choices ahead.

The Amber RAG status for outcome reflects the concern that despite the fast pace the options may not deliver the required efficiencies in the time available.

Achievement will be measured through:

- Agreement of internal service functional mergers and re-alignments as a follow through of the operating model and senior management review implementation
- Agreed proposals for sustainable models for each of the services/functions listed for transformation
- Overall annual efficiency savings from combination of the above

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Q1 Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of mergers/re-alignments achieved in functional areas	Chief Executive	N/A	Between 5 and 8	Between 8 and 10	Under review	A	A
Number of sustainable models agreed for transformation		N/A	Between 3 and 5	Between 3 and 5	N/A – Annual Measure	A	A
Overall annual efficiency savings from a combination of the above		N/A	£1.450m	£2.000m	£0.613m	A	A

Risk to be managed – Gaining workforce and trade union agreement and acceptance of the transition into the new operating model

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
Page 37	H	R	<p>The organisational reaction to ambitious and radical plans is being met by work to build consensus.</p> <p>The demanding timescales for the completion of the design programmes are being met through prioritisation of activity and the new approach to business planning.</p> <p>Capacity and capability to produce effective designs and plans is being met by prioritisation and the use of external support where required.</p>	L	M	G	<p>Continued prioritisation of professional and political leadership capacity.</p> <p>Appointment of expert external advisors for specific change programmes as required.</p> <p>Planning of organisational briefings and decision-making paths for the adoption and successful implementation of continuing change programmes.</p> <p>Continued development of the new approach to business planning along with the development and delivery of a Communications Strategy (including employee communications via InfoNet, staff conferences, change exchange and as part of project communication plans).</p> <p>Regular dialogue with trade unions via FJTUC and Service liaison meetings.</p>	Chief Executive	↔	L	L	G

Risk to be managed – Transitional risks of the operating model

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Transitional risk register is in place and frequently monitored to ensure risks are being managed.	L	M	G	Continued monitoring and update of the transitional risk register.		↔	L	L	G

APPENDIX 3

Priority: Modern and Efficient Council
Sub-Priority: Financial Strategy
Impact: Protecting local frontline public services and delivering Council priorities through the best use of our resources

What we said we would do in 2014/15: -

1. Develop a longer term financial plan.

Progress Comment	Progress RAG	A	Outcome RAG	A
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The MTFP has been updated to reflect anticipated funding and costs.

A refreshed approach to business and financial planning is being scoped in readiness for the new Chief Officer Team to deliver and implement focussing on a longer term and solutions based approach.

Achievement will be measured through:

- A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies
- The effectiveness of the plan as an aid to strategic decision making
- Producing a sustainable four year plan which meets the funding gap and supports investment needs

Achievement Milestones for strategy and action plans:

- A medium term financial plan which is fully reflective of anticipated funding, costs and efficiencies by February 2015
- Alignment of specified resources to Council priorities by February 2015
- Producing a sustainable four year plan which meets the funding gap and supports investment needs by February 2015

2. Agreement of the capital and revenue resources to deliver the priorities within the Improvement Plan.

Progress Status	Progress RAG	G	Outcome RAG	G
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The revenue and capital resources required to deliver the priorities within the Improvement Plan are included within the approved 2014/15 budget.

Achievement will be measured through:

- Resources being available to fund each priority and reflected in the medium term financial plan

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPME2M1 - Resources in place to fund 2014/15 priorities	Chief Officer - People & Resources	100%	100% for 2015/16 budget	100%	25%	G	G

3. Deliver on the four programmes of the organisational change and efficiency programme:

- **Corporate Efficiency: assets, customer, finance and procurement.**
- **Organisational Design: operating model, functional and structural design, alternative delivery models.**
- **Workforce Scaling: workforce planning, workforce reduction, vacancy management, costs of employment.**
- **Functional Efficiency: value for money in all service and support functions.**

Progress Status	Progress RAG	A	Outcome RAG	A
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An update on the progress made against the efficiencies included in the 2014/15 budget was reported to Cabinet and Corporate Resources Overview and Scrutiny Committee in July.

The Corporate and Functional Efficiency workstreams are broadly on track and are being tracked on a risk based approach.

As a result of the voluntary redundancy programme approximately 40% of the Workforce Efficiency target have been achieved. Further work is underway to consider and action the release of a number of deferred VR applications from the earlier programme, to develop proposals for the next phase of the Management Review and to run a further phase of the Voluntary Redundancy Programme.

Achievement will be measured through:

- Achieving the financial target efficiencies for each of the four programmes set for 2014/15
- Identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year
- Agreement of a corporate approach to the setting of fees and charges

Achievement Milestones for strategy and action plans:

- Identifying further efficiency measures for 2015/16 and beyond to meet the projected funding gaps in each year by February 2015
- Agreement of a corporate approach to the setting of fees and charges by April 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Achieve 85% or more of the agreed efficiencies for Corporate Efficiency included within the 2014/15 budget.	Chief Officer - People & Resources	N/A – new measure	85%	100%	25%	A	A

**Improvement Plan Progress
August 2014**

Achieve 80% or more of the agreed efficiencies for Organisational Design included within the 2014/15 budget.	N/A – new measure	80%	100%	25%	A	A
Achieve 80% or more of the agreed efficiencies for Workforce Scaling included within the 2014/15 budget.	N/A – new measure	80%	100%	42%	A	A
Achieve 85% or more of the agreed efficiencies for Functional Efficiency included within 2014/15 budget.	N/A – new measure	85%	100%	25%	A	A
Seek alternative efficiencies for the remaining 15% (or more) for the Corporate Efficiency included within the 2014/15 budget to bring the outturn within budget.	N/A – new measure	15%	0%	TBC Greater detail to be provided at Q2	N/A	A
Seek alternative efficiencies for the remaining 20% (or more) for the Organisational Design efficiency included within the 2014/15 budget to bring the outturn within budget.	N/A – new measure	20%	0%	TBC Greater detail to be provided at Q2	N/A	A
Seek alternative efficiencies for the remaining 20% (or more) for the Workforce Scaling efficiencies included within the 2014/15 budget to bring the outturn within budget.	N/A – new measure	20%	0%	TBC Greater detail to be provided at Q2	N/A	A
Seek alternative efficiencies for the remaining 15% (or more) for the Functional Efficiency efficiencies included within 2014/15 budget to bring the outturn within budget.	N/A – new measure	15%	0%	TBC Greater detail to be provided at Q2	N/A	A

Risk to be managed – Ensuring that capital and revenue resources are sufficient to operate effectively

Current uncertainty of the budget gap going forward, predicted reduction of 1.5% - 4.5% for 2015/16, which could mean a gap of £12m - £18m leading to this risk being assessed as high 'red'.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>Resources for 2014/15 priorities included in the budget.</p> <p>Monitoring of budget to ensure resources are sufficient to enable effective operation.</p> <p>Continue to lobby WG for earlier and more timely indications of indicative settlements to enable effective financial planning to be undertaken.</p>	M	H	R	<p>For future years develop business plans that identify revenue and capital needs which are also clearly identified in the MTFP and annual budget proposals for member consideration.</p> <p>Maximise resources available through the use of creative delivery models.</p> <p>Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities and enable effective operation.</p>	Chief Executive & Corporate Finance Manager	↑	M	H	R

Risk to be managed – Uncertainty in the level of Welsh Government Funding which represents 80% of the funding of council services

Current uncertainty of the budget gap going forward, predicted reduction of 1.5% - 4.5% for 2015/16, which could mean a gap of £12m - £18m leading to this risk being assessed as high 'red'.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>Resources for 2014/15 priorities included in the budget.</p> <p>Monitoring of budget to ensure resources are sufficient to enable effective operation.</p> <p>Continue to lobby WG for earlier and more timely indications of indicative settlements to enable effective financial planning to be undertaken.</p>	M	H	R	<p>For future years develop business plans that identify revenue and capital needs which are also clearly identified in the MTFP and annual budget proposals for member consideration.</p> <p>Maximise resources available through the use of creative delivery models.</p> <p>Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities and enable effective operation.</p>	Chief Executive & Corporate Finance Manager	↑	M	H	R

Risk to be managed – Gaining Agreement to the financial strategy

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>Significant discussion with members in informal and formal settings.</p> <p>Ensure understanding of the national financial position and the impact locally.</p> <p>Ongoing detailed working with the Leadership and Cabinet.</p> <p>Public engagement arrangements.</p>	M	M	A	<p>Ongoing detailed working with the Leadership and Cabinet.</p> <p>Ongoing member briefing and engagement.</p> <p>Ongoing public engagement and consultation regarding future service provision.</p>	Chief Executive & Corporate Finance Manager	↔	M	M	A

Risk to be managed – Delivery of the 2014/15 efficiency savings in full

An update on the progress made against the efficiencies included in the 2014/15 budget was reported to Cabinet and Corporate Resources Overview and Scrutiny Committee in July, highlighting 2 areas where there is concern in achieving planned efficiencies: -

- 1) Delegation of teaching assistant support to schools
- 2) Workforce efficiencies

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Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Detailed ongoing monitoring and reporting of progress on all efficiencies included in the budget.	M	M	A	The Month 3 report will include a detailed appendix on all efficiencies which will provide information on specific areas in relation to their full or partial achievement.	Corporate Finance Manager	↔	M	M	A

Risk to be managed – Gaining agreement to further efficiency measures from 2015/16 onwards

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Work is on-going to develop a full range of possible options including the introduction of alternative service delivery models, review of standards and levels of service delivery and performance and income generation.	M	M	A	Ensure that the full impact of the proposals are available to members to consider and agree as part of a longer term business and financial plan. Ongoing public engagement and consultation regarding future service provision.	Chief Executive & Corporate Finance Manager	↔	M	M	A

Risk to be managed – Gaining agreement to a new corporate approach for fees and charges

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Planned during 2014/15	H	H	R	Develop Corporate Fees and Charges policy. Cabinet and Scrutiny consideration. Fees and Charges increases in targeted areas as part of 2015/16 and beyond budget.	Corporate Finance Manager	↔	M	M	A

APPENDIX 4

Priority: Modern and Efficient Council
Sub-Priority: Procurement Strategy
Impact: Making our money go further through smart procurement

What we said we would do in 2014/15: -

1. Optimise procurement efficiencies through the use of regional and national procurement collaborations.

Progress Status	Progress RAG	G	Outcome RAG	G
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The council continues to identify opportunities for regional procurement collaboration and the establishment of the joint procurement team with Denbighshire and the 3 County Procurement Project with Denbighshire and Gwynedd which has recently received support from Cabinet will offer further opportunities going forward.

On a national level we are pursuing opportunities via the Welsh Purchasing Consortium which we joined earlier this year, and we should see contracts becoming available via the National Procurement Service later this year.

Achievement will be measured through:

- The scale of the use of the National Procurement Service and the resulting efficiencies

Achievement Milestones for strategy and action plans

- The scale of the use of regional procurement collaboration and the resulting efficiencies

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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPME4M3 - Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Chief Officer - Governance	£303,000	£250,000	£300,000	£120,000	G	G

2. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.

Progress Status

Progress RAG

G

Outcome RAG

G

The new unit was operational from the 1st July, 2014 as planned.

Achievement will be measured through:

- The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations

Achievement Milestones for strategy and action plans:

- The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations by 1 July 2014

3. Develop an improved corporate approach to community benefits and supply chain management to benefit the organisation, local communities and the local economy.

Progress Status	Progress RAG	G	Outcome RAG	G
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The Procurement Unit ensures that all relevant contracts with opportunities for Community Benefit clauses included them as per CPR's. The new arrangements with Denbighshire provide capacity for an increased focus on supply chain management and this will be further enhanced when we fully implement the e-Trading system later this year.

Achievement will be measured through:

- Increasing inclusion of community benefit clauses in contracts

Achievement Milestones for strategy and action plans:

- Establishing a wider range of community benefit clauses to be used when procuring services by October 2014

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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance RAG
Percentage of applicable contracts which include community benefits clauses	Chief Officer - Governance	100%	100%	100%	100%	G	G

Risk to be managed – Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and Welsh Procurement consortium frameworks

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	M	A	<p>Use of Corporate frameworks is now mandatory as per the new CPR's.</p> <p>A category workflow approval within the P2P solution for certain spend areas e.g. furniture has been piloted. This has ensured that purchasing outside corporate agreements has been challenged and stopped.</p> <p>The use of Value Wales and GPS contract continues in advance of NPS contracts coming on stream</p> <p>Delays in NPS establishment and work programme</p>	M	M	A	<p>The National Procurement Service is still finding its feet and the delivery of efficiencies is dependent on NPS implementation and work programme delivery. It's anticipated that that there may be slippage in efficiencies delivered as a result of the NPS not yet fully operational. The Authority is also a member of the Welsh Purchasing Consortium and active participation in their framework agreements is ongoing. There are numerous tender processes currently being undertaken that will deliver efficiencies in the Q3/ Q4.</p>	Head of ICT & Customer Services	↑	M	M	A

Risks to be managed – Ensure the internal adoption of revised procurement practice and process

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	M	A	New CPR's are in place since October 2013 which mandates standard processes and use of systems. 300+ officers have received new CPR awareness training	L	L	G	On-going monitoring of CPRs to ensure full alignment with external legislation and best practice. Compliance checks by Procurement Unit and Internal Audit.	Head of ICT & Customer Services	↔	L	L	G

Risks to be managed – Having the creativity to apply community benefit clauses within contracts

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	M	R	Identify opportunities for including Community Benefit clauses in applicable contracts. Inclusion of CPRs mandated in all contracts greater than £2 million. 300+ CPR awareness training undertaken	M	M	A	Training and awareness to be arranged for all relevant staff regarding community benefits. Discussions taking place with Value Wales for suitable dates.	Head of ICT & Customer Services	↓	L	L	G

APPENDIX 5

Priority: Modern and Efficient Council
Sub-Priority: Asset Strategy
Impact: Having the right buildings in the right places for the right uses

What we said we would do in 2014/15: -

1. Refresh the Asset strategy along-side capital planning
2. Reduce the number and review the usage of Council property assets
3. Further extend the use of agile working and so free up the amount of office and other space needed to deliver services.

Progress Status:	Progress RAG	A	Outcome RAG	G
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Valuation and Estates including asset management

Following senior management changes the future capital receipt programme has been reviewed and is now monitored monthly which will support the information feeding into the capital programme. The Community Asset Transfer initiative has developed momentum with a number of potential transfers at various stages of progress. Now the authority is planning for the next four years the basis for the medium term asset strategy work and underpinning activity will enable further framework development.

The Councils asset strategy is predicated on lifting the quality of those assets the Council is seeking to retain, reducing its overreliance on old inefficient buildings and the creation of more community use facilities which empower local citizens to work more cohesively within their local communities.

Our agile programme continues to be rolled out to areas of the Council. This approach will allow us to free up current space and reduce our current office occupation. Ideally we would wish to see the closure of phase 4 and possibly phase three with services consolidated into phase one and two.

In terms of the quality of our assets the County Council are currently performing above the Welsh average in relation to its asset maintenance performance targets, however, with reducing capital and revenue budgets leading to less funding being made available current performance levels may not be sustainable. The approach needs to see more targeted investment in those facilities the County Council considers will form the basis of its long term core property portfolio.

Achievement will be measured through:

- Reducing maintenance and asset costs
- Increased joint use of assets with partners
- Carbon reduction
- Increased agile working
- Fewer Council owned and maintained property assets

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
CAM/001b (i) - Percentage of the total value of required maintenance to Priority 1 (Urgent) Works	Chief Officers – Organisational Change	1.4%	1.6%	2%	1.4%	G	A
CAM/001b (ii) - Percentage of the total value of required maintenance to Priority 2 (Essential) Works		39.5%	42%	46%	39.5%	G	A
CAM/001b (iii) - Percentage of the total value of required maintenance to Priority 3 (Desirable) Works		59.1%	56.4%	52%	59.1%	A	A
EEFLM1 - Carbon Reduction Commitment	Chief Officer – Planning & Environment	1.51% (increase in year) 18.53% (cumulative reduction)	29% (cumulative reduction)	60% cumulative reduction by 2021	Annual return	NA	NA
Reduction in square meters of occupied office accommodation	Chief Officers – Organisational Change	N/A – new measure	10%	30%	0%	A	G
Reduction in other operational assets (square meters) excluding schools		N/A – new measure	2%	5%	0%	A	G
Number of assets transferred to the community through Community Asset Transfer or other mechanism		2	2 - 4	8 - 10	2	A	G

Risk to be managed – Gaining public acceptance

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>The development and rollout of a programme of Flintshire Connects provides services in the heart of our communities. Holywell, Flint and Connah's Quay are currently open with Buckley and Mold to follow.</p> <p>We are moving more services to web based transactions and other modes of channel shift. This will reduce the reliance on face to face and telephone services for some of our services.</p> <p>Options to determine future potential uses of the Mold Campus site are being considered.</p>	L	M	G	<p>Ongoing development of Connects Facilities is closely monitored by the Project Manager with highlight reports to project sponsor and regular updates for affected services and members.</p> <p>Continue to move services to remote access and web based transactions, to reduce transaction costs. Ensure Connects have capability for remote transaction and bill payment.</p> <p>This work has now been completed and will be used to inform future planning around property options. Continue to relocate staff in Phase 1 and 2.</p>	Chief Officer Organisational Change	↓	L	L	G

Risk to be managed – How we can invest and ensure we have the capacity to implement the strategy

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	We have sought capacity bids from the Flintshire Futures Board which have been supported and additional resources are to be recruited to support activity. Rationalisation delivery team already in place. Engagement with partner organisations to support Flintshire Connects.	L	L	G	We have funding which will continue to support the project and this will ensure that the project risks are managed and progress continues to be made.	Chief Officer Organisational Change	↓	L	L	G

Risk to be managed – Gaining workforce agreement and acceptance of agile working practices

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	We are currently engaging with all managers and services associated with Connah's Quay offices decant to ensure they understand the need to change the way we work to create efficiencies, change the culture and protect front line services. Meetings been undertaken with individual teams to ensure they fully understand and engage with the change programme. Public Protection teams have relocated and consolidated their accommodation. All teams now agile working, realised a 35% reduction in their current floorspace. Development work is currently being progressed relating to the rationalisation of space within County Hall. Decant plans for Connah's Quay are	L	M	G	Ongoing meetings and engagement with services involved in office moves. To compile a lessons learned log to inform future agile implementation. Further engagement sessions with services to be planned. Work towards a decant of phase 4. Detailed project plan completed. Actions underway. Engagement sessions ongoing.	Chief Office Organisational Change	↓	L	M	G

Improvement Plan Progress
August 2014

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
Page 61			<p>progressing with a decant planned for 2014/15 on completion of the Flintshire Connects facility</p> <p>Teams are being supported through IT and document scanning initiatives which will support office relocations and moves to agile working</p> <p>We are setting up areas within County Hall where we will demonstrate NWOW so that staff can see what the NWOW will look like and provide feedback to shape the future office environment.</p>				<p>New hot desking facility developed in County Hall.</p> <p>Use Public protection as a model for future agile projects.</p>					

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Priority: Modern and Efficient Council
Sub-Priority: Access to Council Services
Impact: Achieving customer, focused, modern and efficient access to council services

What we said we would do in 2014/15: -

1. Implement Phase 2 of our Flintshire Connects programme with extended range of services and locations.

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Progress status:
 During 2014, the Flintshire Connects Programme has delivered two new Connects Centres at Flint (March 2014) and Connah’s Quay (Jun 2104). These complement the first Connects Centre which opened at Holywell in November 2012. The next Flintshire Connects Centre will be opened in Buckley later this year located in the Buckley Town Council offices; this will be shortly followed by a redesign of the main County Hall reception providing a single access point for customers following the Flintshire Connects model.

All three Connects centres have been well received by customers and are well used for face to face contact with the Council and its partners. We have recruited all Flintshire Connects staff and currently going through a period of training to ensure they are able to deal with customer enquiries at the first point of contact. This training will continue as we introduce new services to Flintshire Connects which will help back office services achieve efficiencies by redirecting customer contact.

Partnership working arrangements are working well and the appointment of a Team Leader for Flintshire Connects has strengthened our working relationship with these partners through regular meetings and responding quickly to issues and development opportunities.

Achievement will be measured through:

- The opening and scale of use of the Flintshire Connects centres
- Customer feedback on Flintshire Connects
- Range of services provided
- Percentage of customers having their needs met at first point of contact

Achievement Milestones for strategy and action plans:

- Establish and implement a system for reporting the percentage of customers having their needs met at first point of contact by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
IPME6M1 - The opening of new Flintshire Connects Centres	Chief Officer – Community & Enterprise	2	4 (cumulative)	5 (cumulative)	3	G	G
IPME6M2 - Scale of use of all Flintshire Connects Centres (footfall)		43,656	70,000	100,000	19,308	G	G
Range of services provided		Holywell only = 36	36	36	37	G	G
IPME6M3 - Customer satisfaction rating		Holywell only = 100% based on verbal feedback	90%	90%	93%	G	G

2. Review and improve our Customer Service Standards.

Progress Status

Progress RAG

G

Outcome RAG

G

Progress status:

A draft Customer Service Policy has been prepared for consideration by Chief Officers. The policy introduces revised standards which have changed to recognise actual performance and comparison with other councils across Wales. The revised standards give a clear commitment to what we 'will' achieve rather than what we 'aim' to achieve.

Following approval by Chief Officers the proposed policy will be shared with Council Members and as part of the consultation process we will also consult our customers.

The revised standards will also introduce corporate performance monitoring and reporting to encompass all customer facing services.

Achievement will be measured through:

- Customer satisfaction ratings

Achievement Milestones for strategy and action plans

- Approval of the revised Customer Service Standards by December 2014

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Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
CUSM1L - Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days	Chief Officer – Community & Enterprise	83.93%	84%	85%	75.31%	A	G

3. Extend and improve (i) customer access to Council information and services using technology and (ii) opportunities for participation in consultation exchanges etc.

Progress Status	Progress RAG	G	Outcome RAG	G
------------------------	---------------------	----------	--------------------	----------

Progress status:
Procurement of a new web content management system has allowed a new website to be developed which can now meet accessibility requirements and has the potential to develop improved digital services. This also provides improved data relating to customer access through Google Analytics such as how, where, when and why customers are using the website. Data such as this can help to develop our website based on customer needs and usage.

A total of 15 different services are now utilising a combination of Facebook and Twitter to engage with people who have a specific interest in the services they provide. Between them they are successfully reaching 7378 people who have either 'liked' or are 'following' them.

Both corporate and service social media sites are increasingly being utilised as integral components of overall communication and engagement campaigns and the 2014/15 Budget Consultation will maximise both on-line and social media opportunities to reach as many people as possible.

The social media policy has recently been reviewed and updated and has progressed through the consultation phase and will be shortly presented to Chief Officer Team for approval and adoption.

Achievement will be measured through:

- Number of customers using technology to access Council information and services
- Number of customers using technology to participate in consultation exchanges etc.
- Customer feedback
- Percentage of customers having their needs met at first point of contact

Achievement Milestones for strategy and action plans:

- Establish and implement a system for reporting the percentage of customers having their needs met at first point of contact by 31 March 2015

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance RAG
IPME6M4 - Scale and take-up of the new digital services (no. of visitors) per annum	Chief Officer - Community & Enterprise	2,001,881	2,000,000	2,000,000	290,673	G	G
IPME6M5a - Customer feedback: satisfied with visit to website *		Not Available	80%	85%	Not available	N/A	N/A
IPME6M6 - Take-up of Flintshire's Mobile App		293	200	200	399	G	G
IPME6M5b - Customer feedback: successfully found what they were looking for *		Not Available	80%	85%	Not available	N/A	N/A
IPME6M7 - No. of enquiries received via the mobile app		393	150	150	618	G	G

* Subject to availability of website take up survey

Risk to be managed – How we can ensure the investment to further improve access to our services

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
Page 68	H	H	R	<ul style="list-style-type: none"> • Project management arrangements in place which include representation from all partners. • Funding secured for the development of Flintshire Connects, Buckley. • Application of lessons learned from implementation of Flintshire Connects in Holywell, Flint and Connah's Quay. • Customer satisfaction form available at each centre. • Monitoring of visitors to Flintshire Connects Centres. • Contact centre development to align to new Chief Officer portfolios. 	L	L	G	<ul style="list-style-type: none"> • Work towards delivery of all front line services from Flintshire Connects Centres across the county. • Apply a consistent approach to service delivery at all centres. • Encourage customers to use the self service facilities available. • Joined up approach to public service delivery in communities. • Methods establish to gather learning from customer feedback. • Responsibility for performance of telephone call handling to be passed to portfolio Chief Officers. 	Chief Officer, Community & Enterprise	↓	L	L	G

Risks to be managed – Ensuring our customers can access our digital services

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Procurement of new Web Content Management System Development of digital on line services Launch of a mobile app for Flintshire County Council Internet availability at libraries and Connects Centres 	L	L	G	<ul style="list-style-type: none"> Increase range of services available on line. Flintshire Connects staff to encourage customers to access services on line. Use of social media (Twitter) to publicise information. 	Chief Officer, Community and Enterprise	↓	L	L	G

Risks to be managed – Ensuring a positive public response to the changing ways our services can be accessed

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> • Customer Satisfaction form available at Flintshire Connects - Holywell. • Publishing news relating to new Flintshire Connects centres. • Report on number of visitors to Flintshire Connects centres and trends. 	L	L	G	<ul style="list-style-type: none"> • Encourage customers to provide feedback. • Regular customer satisfaction surveys • Monitor and report on feedback. • Engage with customers to improve service delivery. • Learn from customer feedback. • Publish successes relating to Flintshire Connects. 	Chief Officer Community & Enterprise	↓	L	L	G

Risks to be managed – How the Council adjusts its processes and practices to support Flintshire Connects and the increased use of self service

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Customer Satisfaction form available at Flintshire Connects - Holywell. Publishing news relating to new Flintshire Connects centres. Report on number of visitors to Flintshire Connects centres and trends. Customers encouraged to use self-serve facilities at Flintshire Connects centres Removal of cash office facilities within the county 	L	L	A	<ul style="list-style-type: none"> Continuous monitoring of channel shift performance and use of Flintshire Connects centres. Training of Flintshire Connects staff to the required standard to support new services. Customer Services representative to be involved in all projects & initiatives that impact the customer. Continuous encouragement of customers to use alternative methods of payments. Applying new systems into the Flintshire Connects centres. Cash payment machines implemented 	Chief Officer, Community & Enterprise	↓	L	L	G

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APPENDIX 7

Priority:	Modern and Efficient Council
Sub-Priority:	People Change & Development
Impact:	The Council has sufficient capability and capacity to operate effectively as a reduced sized organisation

We said in 2014/15 that we would: -

Implement the People Strategy focusing on:				
1. Employee performance and productivity – including organisational and job design, effective workforce planning, flexible working and working patterns, terms and conditions and robust performance management.				
2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.				
3. Health and Wellbeing – including development of ‘Flintshire Healthy Workplace’, information channels for employees to manage health and welfare; initiatives that support the reduction of sickness absence as part of the Council’s Attendance Management Strategy.				
4. Implement the new pay model as part of Single Status and address any on-going Equal Pay liabilities.				

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Progress Status	Progress RAG	A	Outcome RAG	G
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We have completed the following actions during 2014/2015 as at June 2014

- The competency based appraisal process has been reviewed and compared to the behavioural competencies used by Hay Group in the selection of the Chief Officer team. The implementation will commence when the detailed communication and implementation plan has been agreed with COT.
- The Flexible Working and Agile Working policies were agreed by Cabinet and will be implemented from September 2014.
- A new approach to effective organisational design has been developed, together with a new Job Evaluation process, which will be applied for new service change reviews.
- Single Status was implemented on 1 June 2014, providing new, modernised terms and conditions of employment and enabling extended and flexible working patterns to be introduced at an affordable cost.
- Drop In sessions for employees have been arranged to run from July for employees to waive their rights to bring Equal Pay claims, in exchange for Single Status payments (e.g. pay protection) to safeguard the Council from further liabilities.










- A new Occupational Health Infonet section has been introduced which includes advice and guidance on a range of health and wellbeing topics including relevant monthly topics aligned to regional and national health campaigns. Health promotion activities including promotion of smoking cessation and the national exercise referral scheme have been delivered.
- A review of the Attendance Management Policy has been undertaken and recommendations for change have been made to the management of long term absence following a self assessment of the existing policy against the NICE (National Institute for Health and Clinical Excellence) public health guidance.
- Following completion of the physiotherapy pilot in Streetscene during 2013/2014, physiotherapy has been made available to all employees (where clinically advised) and future campaigns will target areas where there are high levels of musculo-skeletal absence.
- Access to psychological support has been reviewed and a broader range of support interventions have been introduced.

Achievement will be measured through:

- Minimising cost and increasing flexibility of services e.g. by extending service hours there is no increase in the service operating costs
- Implementation of competency based appraisals by June 2014 and tracking of outcomes – ratings on performance and development requirements
- Reduced sickness absence figures
- Targeted employee engagement initiatives and surveys and improvement actions
- Reduced use and expenditure for agency / interim workers and consultants
- Numbers of employees progressing through skills development and Management Development programmes

Achievement Milestones for strategy and action plans:

- Minimising cost and increasing flexibility of services e.g. by extending service hours, there is no increase in the service operating costs (Date TBC)
- Implementation of competency based appraisals by June 2014 and tracking of outcomes including ratings on performance and development requirements

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
CHR/002 – The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	Chief Officer - People & Resources	10.82 days/shifts	9.6 days/shifts	8.3 days/shifts	2.67 days/shifts		
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100% (please see note below)		51%	90%	95%	20%		
Reduced expenditure for agency / interim workers and consultants		£2.7m	10% reduction	10% - 15% reduction	£565k spend £108ksavings		
Number of Flintshire County Council employees undertaking the supervisory and management training programmes developed with Coleg Cambria		92 employees	115-120 employees	105-110 employees	22		
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria		98%	90% - 95%	90%-95%	None completed as yet – period of completion is 18 months	N/A	

REM 3 – The current outturn figure shown for the completed appraisals is based on the information recorded on the iTrent system only and is therefore likely to be an under-estimate. Chief Officers will be managing the transition from retaining locally based records to recording all appraisals corporately on the iTrent system from this quarter onwards, which will be reflected when we next report on appraisal completion rates.

Risk to be managed - Ensuring organisational capability to make the changes happen and sustain the new operating model

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	M	A	The Council has developed HR employees to advise and support on Organisational Design and Change Management skills to support effective implementation. Managers will develop these skills via direct training and coaching.	M	M	A	Initial discussions have commenced as part of the Strategic Business Planning work to identify succession plans for key roles with the Council. The details of the output from these sessions will determine the types of skills and capabilities required within the new operating model	Chief Officer - People & Resources	↔	L	L	G

Risk to be managed – Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
M	M	A	A programme of corporate workforce communications is being planned and implemented. Positive engagement and communication with the Trade Unions has been maintained.	M	M	A	The new Chief Officers are implementing transitional arrangements for their own portfolio service areas to maintain good morale and are encouraging fuller engagement in relation to options for change and the development of efficiency options.	Chief Officer - People & Resources	↔	L	L	G

Risk to be managed – Controlling the terms of the new pay model and terms and conditions of employment post implementation to prevent new Equal Pay risks from emerging.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	M	A	Following the completion of the Appeals and Maintenance there will be a review of the rank order to ensure that the pay and grading arrangements are equality proofed. An Equal Pay audit will take place every quarter to ensure any areas for concern for equal pay are managed. This will be defined as a responsibility within a member of the OD team.	M	M	A	A Governance Group has been created to oversee the implementation and maintenance of the Single Status Agreement to ensure that new local agreements do not emerge in the organisation. At an operational level, the People and Resources team will be implementing controls on a day to day basis to maintain the integrity of the Single Status Agreement, thereby managing potential risks.	Chief Officer - People & Resources	↔	L	L	G

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 11 SEPTEMBER 2014**

REPORT BY: **CHIEF OFFICER, PEOPLE AND RESOURCES**

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 3)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Revenue Budget Monitoring 2014/15 (Month 3) report.

2.00 BACKGROUND

2.01 The Revenue Budget Monitoring 2014/15 (Month 3) report will be presented to Cabinet on 16 September 2014. A copy of the report is attached as Appendix A to this report.

3.00 RECOMMENDATIONS

3.01 Members are asked to note the report.

4.00 FINANCIAL IMPLICATIONS

4.01 As set out in the report.

5.00 ANTI POVERTY IMPACT

5.01 None.

6.00 ENVIRONMENTAL IMPACT

6.01 None.

7.00 EQUALITIES IMPACT

7.01 None.

8.00 PERSONNEL IMPLICATIONS

8.01 None.

9.00 CONSULTATION REQUIRED

9.01 None.

10.00 CONSULTATION UNDERTAKEN

10.01 None.

11.00 APPENDICES

11.01 Appendix A – Revenue Budget Monitoring 2014/15 (Month 3) report.

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

**Contact Officer: Sara Dulson
Telephone: (01352) 702287
Email: sara.dulson@flintshire.gov.uk**

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 SEPTEMBER 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 3)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the latest revenue budget monitoring information for 2014/15 for the Council Fund and the Housing Revenue Account based on actual income and expenditure as at Month 3 and projected forward to year-end based on the most up to date information available.

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Section 3	Council Fund Latest In Year Forecast
Section 4	Inflation
Section 5	Monitoring Budget Assumptions & Risks
Section 6	Unearmarked Reserves
Section 7	Housing Revenue Account (HRA)
Appendix 1	Council Fund Variance Summary
Appendix 2	Efficiencies Summary
Appendix 3	Movements on Council Fund Unearmarked Reserves
Appendix 4	HRA Variance Summary

2.00 EXECUTIVE SUMMARY

The projected year end position, as estimated at Month 3 is as follows:

Council Fund

- Net in year non pay expenditure forecast to be £0.603m higher than budget. This does not include any potential effect of variances on pay (see paras 3.02 – 3.03)
- Projected contingency reserve balance at 31 March 2015 of £2.338m.

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.038m higher than budget.
- Projected closing balance as at 31 March 2015 of £1.127m

3.00 COUNCIL FUND LATEST IN YEAR FORECAST

- 3.01 The table below shows the projected position by portfolio which reflects the Council's new Operating Model which came into effect on 1 June 2014.
- 3.02 Following the implementation of the Single Status agreement in June 2014 extensive work has been undertaken to rebase all staffing budgets to reflect the actual new costs arising from the new pay and grading structure and this is now at a key point and being verified by Portfolio areas. It is anticipated that this work will be concluded by the end of September.
- 3.03 Due to the above significant piece of work no pay variations are included within this report, although this is deemed reasonable due to the fact that the relevant budgetary provision will be allocated to the actual costs being incurred in line with the affordability model used to estimate costs. Month 3 revenue monitoring has therefore been focussed on the major variations within non-pay areas of Portfolios, as well as on the risk assumptions and the achievement of the 2014/15 efficiencies.
- 3.04 The table below shows projected in year non pay expenditure to be £0.603m higher than budget.

TOTAL EXPENDITURE AND INCOME	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend
	£m	£m	£m
Social Services	59.508	60.154	0.646
Community & Enterprise	14.727	14.642	(0.085)
Streetscene & Transportation	28.227	28.520	0.293
Planning & Environment	6.030	5.997	(0.033)
Education & Youth	96.948	96.851	(0.097)
People & Resources	5.235	5.250	0.015
Governance	8.221	8.390	0.169
Organisational Change 1	5.810	5.821	0.011
Organisational Change 2	3.785	3.768	(0.017)
Chief Executives	2.163	2.173	0.010
Central & Corporate Finance	24.522	24.213	(0.309)
Total	255.176	255.779	0.603

The reasons for the projected variances occurring to date are summarised within appendix 1.

Programme of Efficiencies

Corporate and Functional Efficiencies

- 3.05 The 2014/15 budget contains £8.8m of specific efficiencies comprising Corporate Value for Money (VFM) in relation to Procurement and Back to Basics of £1.3m and specific Functional VFM efficiencies of £7.5m.
- 3.06 The table below summarises the initial position in relation to the achievement of these items. The analysis shows that it is currently projected that £8.444m (96%) will be achieved resulting in a net underachievement of £0.396m. Details in relation to the in year efficiencies currently projected to not be achieved in full are shown in appendix 2.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
Already Achieved	1.643	1.643	0.000
Expected to be achieved in full	5.211	5.211	0.000
Achievable in part	1.936	1.590	(0.346)
Not achievable	0.050	0.000	(0.050)
Total	8.840	8.444	(0.396)

- 3.07 It should be noted that a significant efficiency is included within the Functional VFM element which relates to administrative support across the organisation. This is subject to further review and though currently assumed as achievable remains a risk.

Workforce Efficiencies

- 3.08 The 2014/15 budget also contains £3.1m of Workforce Efficiencies. As reported in the Month 2 report, an initial Voluntary Redundancy Programme has now identified a number of efficiencies as part of its first phase and a second Voluntary Redundancy programme was commenced on 1st September and this will run alongside the next phase of the Management Review.
- 3.08 The table below details the efficiencies achieved to date against each phase of the Workforce Programme:

Workforce Phase	Efficiency Achieved (%)
Management Phase 1 (Tier 1 & 2)	79
Management Phase 2	25
Workforce Scale Review	41
Cost of Employment	Allocated to Portfolios

4.00 INFLATION

- 4.01 Included within the 2014/15 budget there were amounts in relation to pay (£1.316m), targeted price inflation (£0.590m), non standard inflation (£0.670m) and income (£0.151m).
- 4.02 The amounts in relation to non standard inflation (Fuel, Energy and Food) will be held centrally and allocated out to Portfolio areas once evidenced by need.

5.00 MONITORING BUDGET ASSUMPTIONS AND RISKS**5.01 Potential legal claim**

A claim is being pursued against the Council based on the actions of one of its employees. This is being handled by a specialist external expert due to its complexity. This could result in a potential claim against the Council, though as yet no proceedings have been issued. Further updates on this will be included in future monitoring reports.

5.02 Outcome Agreement Grant

The full allocation of this grant is subject to future agreement by Welsh Government (WG) that performance against key criteria has been met. Current self assessment of the performance for 2013/14 by the Council indicates that this will be the case, although until we are advised of this formally, the receipt of the full grant remains a risk.

5.03 Single person discount Review

A single person discount review is intended to take place in October 2014. It has been predicted that a 4% reduction in SPD claims will be achieved. This will equate to an additional £0.200m of Council Tax income collected in 2014/15 and the impact of actual income achieved as a result of this will be included as part of regular monitoring reports.

5.04 Schools ICT Infrastructure

A balance of £0.220m was brought forward from 2013/14 for investment in Schools ICT infrastructure. The estimated cost of investment required is £0.500m and this has been ringfenced within the budget. No commitment has yet been made as to the options for providing School ICT therefore the amount may be subject to change.

Former Euticals Site

- 5.05 As referred to in the Month 2 report, tenders are shortly due to be invited for the full decommissioning, decontamination and clearance of the former chemical site in Sandycroft (Euticals Ltd). Once the full cost of site decommissioning is known, the Council will be able to consider its options in managing through to conclusion this public health risk project. Depending on the final cost, the Council may need to re-approach Welsh Government for assistance.

6.00 UNEARMARKED RESERVES

- 6.01 The 2013/14 final outturn reported to Cabinet on 15 July 2014 showed unearmarked reserves at 31 March 2014 (above the base level of £5.834m) of £5.328m.
- 6.02 This position reflected a contribution of £0.745m made from reserves as part of an accounting adjustment for termination benefits relating to workforce efficiencies for the Senior Management Phase 1 programme. As budget provision was made within the 2014/15 budget for this, this has now been transferred back into reserves in the current financial year.
- 6.03 Section 6.05 of the 2014/15 budget report outlined the investment strategy required to fund one off costs and transitional funding for efficiencies that could not be found in full in 2014/15. This identified a potential £3.7m available to fund these from the contingency reserve as well as utilising the Single Status/Equal Pay reserve.
- 6.04 Currently it is estimated that £2.5m will be required from the contingency reserve to fund the one off costs in 2014/15.
- 6.05 The Month 2 Monitoring report to Cabinet on 15th July also advised members of an allocation of £0.696m from the contingency reserve to fund investment costs approved under delegated powers.
- 6.06 Taking into account all of the above and the current projected outturn at month 3, the projected balance on the contingency reserve at 31 March 2015 is £2.338m. This is summarised in Appendix 3.

7.00 HOUSING REVENUE ACCOUNT

- 7.01 On 18th February 2014 the Council approved a Housing Revenue Account (HRA) budget for 2014/15 of £29.886m. The budget provided for a closing balance of £0.956m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 7.02 The 2013/14 final outturn reported to Cabinet on 15th July 2014 showed a closing balance at the end of 2013/14 of £1.662m (subject to audit).
- 7.03 The position at Month 3 is reporting an overall projected overspend of £0.038m and a projected closing balance at Month 3 of £1.127m, which at 3.75% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 7.04 Appendix 4 details the reasons for significant variances.
- 7.05 The HRA Garden Service is currently being reviewed and contracts amended meaning there will be additional costs for carrying out the service and reduced income from tenants.

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 2015 (paragraph 6.06).
- c) Note the projected final level of balances on the Housing Revenue Account (paragraph 7.03).

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 -Non pay variances – Appendix 1

Council Fund - Efficiencies not fully achieved – Appendix 2

Council Fund - Movements on unearmarked reserves – Appendix 3

Housing Revenue Account Variances – Appendix 4

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Sara Dulson
Telephone: 01352 702287
Email: sara.dulson@flintshire.gov.uk

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Social Services				
Social Services for Adults	45.367	45.881	0.514	The biggest influence within the net projected overspend of £0.514m relates to Domiciliary Care provision within the Localities teams. This is a demand led service with the key influences on a significant increase in demand being the changing demographic profile, complexity of need and the increasing numbers of older people with dementia. As a result of the Modernising of Social Services programme, Social Services for Adults have been successful in reabling many clients, which has delivered significant savings for the Council over the last four years. However, there is a cyclical impact of this approach whereby clients who have been successfully reabled in the past will return to the service with increasing needs and increased frailty. Detailed analysis has been carried out which illustrates the range of influences on the significant growth in client demand for domiciliary care, as a consequence of this we are seeking to proactively manage this demand lead pressure.
Development & Resources	1.543	1.414	(0.129)	Impact of an increase by Welsh Government in the level of the maximum charge cap from £50 per week to £55 per week.
Social Services for Children	12.598	12.859	0.261	(£0.153m) overspend is a result of an increase in the level of boarded out payments for Foster care placements within the service. Costs need to be made due to the demand of the service. (£0.142m) overspend due to increased direct payment for Children's Integrated Disability Services (CIDS) and cost of placements within the leaving care service. (£0.034m) underspend due to other minor variances.
Total Social Services	59.508	60.154	0.646	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Community & Enterprise				
Customer & Housing Services	1.100	1.151	0.051	An overspend (£0.074m) is projected to occur due to a lower level of support recharge to the Council Fund from the HRA. (£0.023m) underspend due to other minor variances.
Supporting People	0.534	0.601	0.067	Projected over spend (£0.018m) against mileage costs. Projected over spend (£0.015m) on the Maintenance Contract due to insufficient budget to meet renewed contract. (£0.034m) overspend due to other minor variances.
Regeneration	0.701	0.716	0.015	Minor Variance
Revenues & Benefits	11.277	11.033	(0.244)	(£0.104m) surplus on the Council Tax Collection Fund (£0.145m) underspend on Council Tax Reduction Scheme (£0.005m) overspend minor variances
Customer Services	1.115	1.141	0.026	(£0.025m) pressure on Postage services (£0.001m) overspend minor variances
Total Community & Enterprise	14.727	14.642	(0.085)	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Streetscene & Transportation				
Street Scene	19.190	19.433	0.243	The Service Scoping of Highways Related Services is subject to a service review due to be completed 01/01/2015. This, in addition to the limited take up on the Voluntary Redundancy Scheme, means only partial recovery of this efficiency is likely (£0.140m). There are a number of vacant posts within the Waste Service that are currently required to be covered by Agency or additional overtime to maintain service delivery (£0.080m). (£0.023m) overspend due to other minor variances.
Assets & Transportation and Public Protection	2.985	3.046	0.061	The trunk road collaboration project is currently stalled following a Ministerial announcement on the future procurement of Trunk Road services in Wales (£0.050m). (£0.011m) overspend is due to other minor variances.
School Transport	6.052	6.041	(0.011)	Minor Variance
Total Streetscene & Transportation	28.227	28.520	0.293	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Planning & Environment				
Planning	1.414	1.339	(0.075)	Higher than expected levels of Planning Fee Income in the first quarter of 14/15, have contributed to the favourable variance. These levels will be closely monitored during the year.
Public Protection	2.739	2.736	(0.003)	Minor Variance
Miscellaneous Services*	0.821	0.863	0.042	The overspend is due to projected costs for external contractors / hired plant for Public Rights of Way Works
Management Support & Performance	0.772	0.780	0.008	Minor Variance
Greenfield Valley & Heritage Park	0.284	0.279	(0.005)	Minor Variance
Total Planning & Environment	6.030	5.997	(0.033)	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Education & Youth				
Primary & Early Years Education	44.176	44.176	0.000	No Variance
Secondary, 14 -19 & Continuing Education	36.757	36.767	0.010	Minor Variance
Inclusion Services	12.866	12.780	(0.086)	Current Projected underspend on Out of County Placements (£0.078). (£0.008m) underspend due to other minor variances.
Access (School Planning & Provision)	0.712	0.699	(0.013)	Minor Variance
21st Century Schools	0.082	0.082	0.000	No Variance
Youth Services	1.646	1.655	0.009	Minor Variance
Commissioning & Performance	0.505	0.484	(0.021)	Minor Variance
School Management & Information	0.204	0.208	0.004	Minor Variance
Total Education & Youth	96.948	96.851	(0.097)	

Budget Monitoring

Council fund variances

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
People & Resources				
HR&OD	2.423	2.433	0.010	Minor Variance
Corporate Finance	2.812	2.817	0.005	Minor Variance
Total People & Resources	5.235	5.250	0.015	
Governance				
Legal Services	0.934	1.045	0.111	(£0.131m) pressure due to Litigation around local land charges (£0.020m) underspend due to other minor variances
Democratic Services	2.092	2.085	(0.007)	Minor Variance
Internal Audit	0.504	0.498	(0.006)	Minor Variance
Procurement	0.178	0.178	0.000	No Variance
ICT	4.513	4.584	0.071	(£0.040m) pressure due to Oracle Licence Management review (£0.031m) overspend due to other minor variances
Total Governance	8.221	8.390	0.169	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Organisational Change 1				
Public Libraries & Arts, Culture & Events	1.891	1.875	(0.016)	Minor Variance
Museusms Service	0.062	0.058	(0.004)	Minor Variance
County Archives	0.261	0.261	0.000	No Variance
Leisure Services	3.537	3.573	0.036	Repairs to swimming pool at Buckley Leisure Centre.
Community Assets	0.059	0.054	(0.005)	Minor Variance
Total Organisational Change 1	5.810	5.821	0.011	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Organisational Change 2				
Valuations & Estates	(0.718)	(0.785)	(0.067)	Estimated net income shortfalls across the Industrial Estate Portfolio. Potential Risk from additional rental loss from a unit where current leaseholder is experiencing financial difficulties. Rental Income levels will be closely monitored through the year.
Property Design & Consultancy	3.054	3.088	0.034	Minor Variance
Management	0.095	0.095	0.000	No Variance
Engineering Services	(0.140)	(0.136)	0.004	Minor Variance
Facilities Services	1.494	1.506	0.012	Minor Variance
Total Organisational Change 2	3.785	3.768	(0.017)	
Chief Executives				
Chief Executives	2.163	2.173	0.010	Minor Variance
Total Chief Executives	2.163	2.173	0.010	

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Major Variance
Central & Corporate Finance				
Central & Corporate Finance	24.522	24.213	(0.309)	Corporate Windfall Income (£0.098m), this is in relation to additional Non Domestic Rate revaluations, which are one-off. (£0.301m) within the budget for Pension Fund Contribution, requires realignment to pay as part of Single Status Accounting to be undertaken by the end of September 2014. Unbudgeted costs in relation to former Euticals Ltd site (£0.115m). (£0.025m) underspend is due to other minor variances.
Total Central & Corporate Finance	24.522	24.213	(0.309)	
TOTAL	255.176	255.779	0.603	

* Miscellaneous services include Drainage, Highways Development Control, Public Rights of Way, Energy Services, and Landfill Sites (closed).

EFFICIENCY NOT ACHIEVABLE		
Portfolio	Efficiency Description	Efficiency not achieved (£m)
Streetscene & Transportation	Streetscene - North Wales Trunk Road Association Financial benefit from involvement with the NE Wales Trunk Road Hub.	0.050
	Reason for efficiency not being achieved	Ministerial announcement re: the future of the Trunk Road Management arrangements has stalled the project.
Total		0.050

EFFICIENCY ACHIEVABLE IN PART		
Portfolio	Efficiency Description	Efficiency not achieved (£m)
Social Services	LD - Short Term Care - Rightsizing project worker staffing levels	0.013
Social Services	LD - Enhanced Community Residential Services - Rightsizing 4 supported living houses	0.023
Social Services	Community Living - Transition	0.100
Streetscene & Transportation	Streetscene & Transportation - Highways Related Services - the ongoing diagnostic of the two service areas will make recommendations on synergies	0.140
Education & Youth	Inclusion Services -Securing early, local and effective intervention for vulnerable children and young people through increasing locality working and school autonomy	0.070
Total		0.346

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2014	11.161	
Less - Base Level (inclusive of reduction of £0.065m agreed as part of the 2014/15 budget)	(5.769)	
Total Reserves above base level		5.392
Less – estimate required from the amount approved as part of Investment strategy as per budget 2014/15 report		(2.500)
Add – Contribution from investment costs for termination benefits accounted for in 2013/14		0.745
Less - Amount approved under delegated powers reported in July 2014 monitoring report		(0.696)
Amount available for delegation to Cabinet		2.941
Less projected non pay overspend as at Month 3		(0.603)
Total projected Contingency Reserve as at 31st March 2015		2.338

HRA Major Variance Report - Period 3

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance
Rents	(27.713)	(27.659)	0.054		Garage income is lower than anticipated due to high void rates.
Other variances (aggregate)	26.548	26.532	(0.016)		
Total :	(1.165)	(1.127)	0.038		

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 11 SEPTEMBER 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 Chief Officers. 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.

Contact Officer: Robert Robins
Telephone: 01352 702320
Email: Robert.robins@Flintshire.gov.uk

Corporate Resources Overview & Scrutiny Committee
FORWARD WORK PROGRAMME 2014/15

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Thursday 9 th October 2014 10.00	Revenue Budget Monitoring 2014/15 (Month 4)	Monitoring	Sue Ridings
	Capital Programme Budget Monitoring (Month 4)	Monitoring	Andrew Elford
	Agile & Flexible working - feedback	Information	
	Forward Work Programme	Approval and development	Robert Robins
Provisionally booked for 2pm 20 th October	People Strategy Implementation Workshop	Information	Helen Stappleton
Thursday 13 th November 2014 10.00	Workforce Information Q1 & 2	Monitoring	Andrew Adams
	Revenue Budget Monitoring 2014/15 (Month 5)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins
Thursday 11 th December 2014 10.00	Q2 Performance Reporting	Monitoring	Robert Robins
	Revenue Budget Monitoring 2014/15 (Month 6)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins
December/January Slots identified in the schedule of meetings, actual	Budget consultation meetings	Consultation	

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Corporate Resources Overview & Scrutiny Committee
FORWARD WORK PROGRAMME 2014/15

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dates of meetings to be determined.			
Thursday 15 th January 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 7) Forward Work Programme	Monitoring Approval and development	Sue Ridings Robert Robins
Thursday 12 th February 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 8) Forward Work Programme	Monitoring Approval and development	Sue Ridings Robert Robins
Thursday 12 th March 2015 10.00	Improvement Plan Monitoring Update 2014/15 Q3 Revenue Budget Monitoring 2014/15 (Month 9) Forward Work Programme	Monitoring Monitoring Approval and development	Robert Robins Sue Ridings Robert Robins
Thursday 16 th April 2015 10.00	Q3 Performance Reporting Revenue Budget Monitoring 2014/15 (Month 10) Forward Work Programme	Monitoring Approval and development	Robert Robins Sue Ridings Robert Robins
Thursday 14 th May 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 11) Forward Work Programme	Monitoring Approval and development	Sue Ridings Robert Robins

Corporate Resources Overview & Scrutiny Committee
FORWARD WORK PROGRAMME 2014/15

Thursday 11 th June 2015 10.00	YE Performance Reporting	Monitoring	Robert Robins
	Revenue Budget Monitoring 2014/15 (Month 13)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins
Thursday 9 th July 2015 10.00	Revenue Budget Monitoring 2014/15 (Out turn)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins
Items to be scheduled	Health and Well-being update	Information	Helen Stappleton

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