

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 December 2014

Maureen Potter 01352 702322
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Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 11TH DECEMBER, 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 - 8)
To confirm as a correct record the minutes of the last meeting.

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

- 4 **BUDGET CONSULTATION PROCESS**
A verbal update will be provided.

- 5 **AUDITOR GENERAL FOR WALES: CERTIFICATE OF COMPLIANCE FOR THE AUDIT OF THE ANNUAL PERFORMANCE REPORT 2013/14** (Pages 9 - 14)
Report of Chief Executive

- 6 **CORPORATE RESOURCES MID YEAR CHIEF OFFICER PERFORMANCE REPORTS** (Pages 15 - 52)
Report of Member Engagement Manager

- 7 **QUARTER 2 IMPROVEMENT PLAN MONITORING REPORTS (CORPORATE RESOURCES)** (Pages 53 - 114)
Report of Member Engagement Manager

- 8 **CUSTOMER SERVICE POLICY** (Pages 115 - 134)
Report of Chief Officer (Community and Enterprise)

- 9 **WORKFORCE INFORMATION QUARTER 1 AND 2** (Pages 135 - 182)
Report of Chief Officer (People and Resources)

- 10 **REVENUE BUDGET MONITORING 2014/15 (MONTH 6)** (Pages 183 - 236)
Report of Chief Officer (People and Resources)

- 11 **CORPORATE RESOURCES FORWARD WORK PROGRAMME** (Pages 237 - 242)
Report of Member Engagement Manager

Agenda Item 3

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **13 NOVEMBER 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 Thursday, 13 November 2014

PRESENT: Councillor Carolyn Thomas (Chair)

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

SUBSTITUTE: Councillor Mike Reece (for Ron Hampson)

APOLOGY: Cabinet Member for Corporate Management

ALSO PRESENT: Councillor Haydn Bateman

CONTRIBUTORS: Leader and Cabinet Member for Finance, Chief Executive, Chief Officer (People & Resources) and Corporate Finance Manager

Neighbourhood Housing Manager and Revenues Manager (for minute number 39)

IN ATTENDANCE: Member Engagement Manager and Committee Officer

36. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

No declarations of interest were made.

37. MINUTES

The minutes of the meeting of the Committee held on 9 October 2014 had been circulated with the agenda.

Matters Arising

Minute 33: Revenue Budget Monitoring 2014/15 Month 4 - Councillor Richard Jones thanked the officers for the meeting which had taken place to discuss and agree changes to the format of budget reports to be implemented from Month 6. Councillor Jones also reiterated his comments about including consideration of a zero-based budget as part of the budget consultation process.

RESOLVED:

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

38. BUDGET CONSULTATION PROCESS

The Leader of the Council thanked all Members who had attended the recent workshops and said that Group Leaders would be asked to pass on

information to those who had been unable to attend and offer the opportunity for a separate discussion with officers.

In terms of reconciling the £2.6m gap to meet the overall revised budget gap of £16.4m for 2015/16 following the 3.4% reduction in the settlement, he said that there were a number of options remaining to be explored around school budgets, Council Tax levels and further service efficiencies, and that draft budget proposals would include further savings with emerging risks. At the formal Overview & Scrutiny budget consultation meetings scheduled for January 2015, there would be an opportunity for Members to scrutinise the 'green' rated risk options which had not been shared at the workshops and which represented a significant share of the efficiencies. In referring to the challenges of managing the expectations of Council Members and members of the public, he said that although the current situation was reflected nationally, Flintshire's approach to closing the budget and defending important local government services was to create opportunities for alternative service models and innovation. In response to concerns raised by a number of Members at the workshops on the provisional budget settlement for 2015/16 received from the Welsh Government (WG), it was the Leader's intention to submit the Council's response for discussion at full Council.

The Chief Executive referred to the deadline for consultation responses of 19 November and the need to have a full debate with all Members at Council. He said that any significant change in the final settlement was unlikely as there was limited scope for financial flexibility within WG given budget pressures across the public sector, and therefore it was advisable to concentrate on the need for longer term planning in a consultation response. He went on to provide information on the timescale for the budget setting process with work being undertaken on impact and equality impact assessments of the budget proposals and options.

Councillor Clive Carver made reference to the Council seeking expressions of interest on the Community Asset Transfer (CAT) initiative from Town and Community Councils. He said that any decision to pursue this would impact significantly on precept amounts and asked how this could be justified when the asset in question was not limited to residents only in those communities. The Chair said that the same concerns had been raised by others and in particular, smaller Town and Community Councils.

In acknowledging the point raised, the Leader of the Council said that this was a genuine attempt to offer the opportunity to transfer responsibility of important assets to Town/Community Councils or volunteer groups to protect and retain those facilities for the benefit of communities. He referred to the scale of the current financial challenges and said that discussions could take place with Town/Community Councils on any ideas for CAT that were put forward, including options for collaboration with other Town/Community Councils.

The Chief Executive gave examples of options on assets such as libraries with the potential for volunteering input and acknowledged that there may be greater capacity in larger than smaller Town/Community Councils some of whom were now meeting with Council officers. He stressed that the aim was to allow

time and space for consideration of options which could be progressed during the next financial year and not immediately for the 2015/16 budget.

In response to comments from the Chair, the Chief Executive confirmed that the Council was working with the Flintshire Local Voluntary Council (FLVC) who were the first point of contact for expressions of interest on CAT.

Councillor Richard Jones thanked the Chief Executive for his response to questions previously raised on the Medium Term Financial Plan (MTFP) but asked why the Plan had not been reviewed to reflect the provisional settlement which was marginally better than expected. The Chief Executive acknowledged that the MTFP could be used more effectively as a tool and that more frequent updates were needed alongside the budget process drawing on the best intelligence for future years. He pointed out that even if targets were planned, the delivery of solutions was not made any easier. Early planning alone necessitated early decision making on difficult decisions.

The Leader of the Council spoke about the challenges for Councils due to a lack of clear financial forecasting from WG and reliance on information in the Institute for Fiscal Studies (IFS) report which was a standard approach being taken across Wales. He spoke of the need for further representations to be made to WG for adequate financial intelligence and planning long-term and about Flintshire's planning in defence of public services and redesigning management structures and services to better align to future delivery.

Councillor Jones commented on the impact of financial cuts in schools and felt that school governors and Members should be given a better steer on how to deal with this.

Councillor Arnold Woolley shared frustrations on long-term planning and raised concerns about the effect of education cuts on class sizes and the potential for reduced social services for those in need. He referred to the Council's Charter with Town/Community Councils through the County Forum which included the transfer of assets and asked if the terms of this conflicted with the current CAT initiative.

The Chief Executive confirmed that there were no proposals in the budget for 2014/15 to withdraw principal needs-assessed social care services to vulnerable people or to reduce service quality. He provided information on the Charter with Town/Community Councils and advised that this was a statement of intent and not a legal agreement. The Charter had been written before the escalation of financial challenges and perhaps required updating.

Whilst the Leader of the Council acknowledged the key challenges on CAT, he spoke of the potential for success in some areas, as demonstrated in parts of England, and the option for Town/Community Councils to facilitate involvement from community groups. He clarified that the opportunities for CAT applied to 2015/16, however options to explore any interest in the current year would be followed up.

Councillor Robin Guest commented on the views put forward on CAT and challenging decisions needed to justify additional expenditure of any asset

transfer. Councillor Carver spoke of the need to use plain language on agreements such as the Charter with Town/Community Councils.

Councillor Marion Bateman referred to the option for collaboration between Town/Community Councils on CAT and felt there was now a greater need for collaboration on larger issues.

The Chair said it was evident from this discussion that further questions remained and that reassurance was needed before proposals were considered by Cabinet. The Chief Executive said that enquiries could be directed through the Corporate Finance Manager or direct to Cabinet Members. In response to comments, he provided clarification on the FLVC as the contact point for expressions of interest on CAT, details of which would be posted on the FLVC website.

The Chair suggested that concerns raised on the impact of education cuts on classroom sizes and the impact on vulnerable people of any cuts to social care provision be referred to the Lifelong Learning and Social & Health Care Overview & Scrutiny Committees respectively.

The Chief Executive agreed to provide Members with more detail (by circular) on the Council's approach to CAT, including the FLVC website address.

RESOLVED:

- (a) That the update be noted;
- (b) That concerns raised on the impact of education cuts on classroom sizes be referred to the Lifelong Learning;
- (c) That concerns raised on the impact of any cuts on social care services to vulnerable people be referred to the Social & Health Care Overview & Scrutiny Committee; and
- (d) That more detail on the Council's approach to community asset transfers be shared with the Committee, including the FLVC website address.

39. FEEDBACK ON AGILE & FLEXIBLE WORKING

The Neighbourhood Housing Manager and Revenues Manager provided information on the findings of the pilot on agile and flexible working in their respective areas. In Housing, the co-location of three teams to one area had resulted in more consistent office cover and central administration support across Housing had helped to increase capacity in some areas. The pilot in the Revenues service had significantly reduced the office footprint and had reflected positively on productivity and short-term absences.

Both Managers described the effects of moving to a different way of working which involved measuring performance on outcomes, and felt that their teams had benefited through a greater sense of ownership of their areas and had been motivated by the trust given to them. The increase in productivity had also helped in respect of requests for early voluntary redundancy. Although it was

acknowledged that flexible working was not suited to all posts, the majority of team members had been able to take part and feedback was positive.

Councillor Richard Jones thanked officers for the information and welcomed the measurement of outcomes.

In response to queries raised by Councillor Robin Guest, the Revenues Manager provided information on the reduction of office space achieved by the pilot, the rota system to co-ordinate team members working from home and the document management system to measure work items processed.

Councillor Paul Shotton expressed his appreciation to Housing officers who had recently met with Council Members for their respective areas.

In speaking of the change in culture involved in agile and flexible working, the Chief Executive praised the commitment of managers in encouraging their teams to see the advantages and said that a steady approach had been taken to avoid any negative impact on services.

When asked about contact with members of the public, the Neighbourhood Housing Manager advised that mobile phones were used and she provided explanation on the duty officer rota in place for Anti-Social Behaviour Housing officers together with plans for a single contact number call-handling service.

Councillor Clive Carver commented on the transportation of documents when working at home and the difficulties he had experienced in contacting some Council officers who were working at home. The Neighbourhood Housing Manager explained the use of mainly electronic documents in the section and the process for diverting telephones. She added that Housing officers' work mobile contact numbers had been made available during the Tenants' Conference and recent 'meet and greet' session with Members.

Councillor Marion Bateman took the opportunity to thank the Neighbourhood Housing Manager for her assistance on Housing matters.

The Chair said that she was unaware of any problems contacting officers in the two teams, however this was not the case in other sections of the Council where office cover was not always available. The Chief Executive said that there was an understanding that those working from home were contactable in some form.

The Chief Officer (People & Resources) referred to the challenges in changing culture to agile and flexible working and felt that successful examples such as those described would encourage other teams to view this as a positive experience. She thanked both managers and said that the pilots across the Council had been invaluable in demonstrating the effectiveness of this and had been used as a foundation for developing policies which would apply across the organisation.

RESOLVED:

That the information be noted and the officers be commended for their contribution to the development of Agile and Flexible Working.

40. REVENUE BUDGET MONITORING 2014/15 (MONTH 5)

The Corporate Finance Manager introduced a report to provide Members with the latest Revenue Budget Monitoring 2014/15 (Month 5) information for the Council Fund and Housing Revenue Account (HRA) to be submitted to Cabinet on 18 October 2014. This was based on actual income and expenditure as at Month 5 and projected forward to year-end based on the most up-to-date information available.

For the Council Fund, the projected net in-year non pay expenditure was forecast to be £0.608m less than the budget. Pay variances had not been included in the report due to the continuation of work to rebase all workforce budgets to reflect the actual new costs arising from the new pay and grading structure. This work was nearing completion however it was considered that pay variances would not be significant. The report detailed the main variances since Month 4 including some elements identified through a cost control exercise recently undertaken to identify areas of non-essential spend. As requested previously, the table showing total expenditure and income now included information on the original budget and the amount for the current month.

It was reported that £8.627m of corporate and functional efficiencies (98% of that included in the budget) had either been achieved or were expected to be achieved by the end of the financial year, which was an improvement from Month 4. An update was provided on the functional value for money target for administration support as indicated in the report, together with work being undertaken to assess the impact of the second phase of the voluntary redundancy programme to achieve £1.7m of workforce efficiencies for 2014/15.

Following comments previously raised by Members, the report also provided explanation on existing risks and changes to previously reported risks.

Information provided on unearmarked reserves reported a projected balance of £3.549m of contingency reserves at the end of the financial year.

On the HRA, an overall projected underspend of £0.045m was reported, resulting in a closing balance of £1.210m which at 4% of total expenditure, was above the recommended level of 3%.

Councillor Richard Jones welcomed the improved changes made to the report and asked if the value of assumptions and risks could be indicated on future reports, where possible, to help understanding. The Corporate Finance Manager said whilst that figures could be included in some instances, it would be more difficult for those such as out of county placements.

On the HRA, Councillor Jones referred to the potential impact from a review of the HRA Garden Service but pointed out that this had been accounted for in the appendix of major variances. Further points were raised by Councillor

Jones on the causes of major variances in Appendix 2 to the report, changes to budget headings for Social Services, clarification on the use of 'Penderels' and major variances in Social Services and the reconciliation of variances in Streetscene and Transportation.

The Chair suggested that Councillor Jones submit the list of detailed questions to officers to enable a full response to be collated and shared with the Committee.

Councillor Peter Curtis felt it would be helpful to provide detailed questions to officers in advance so that responses could be given at the meeting. Councillor Jones said that time did not always allow this.

The Corporate Finance Manager gave clarification on Penderels as a agency provider of social care and agreed to follow up the remaining questions so that a response could be shared.

Councillor Arnold Woolley pointed out the significant variance on waste disposal and collection and sought clarify on the reason for the additional costs. The Chief Officer (People & Resources) explained that a large number of vacancies in the service were currently on hold, pending a structural review. She acknowledged the figure involved but said it was likely that this included costs for other issues such as sickness absence.

Concerns were raised by the Chair on the ongoing costs in waste disposal and collection, and the potential for this to adversely impact on the rest of Streetscene. She felt that consideration should be given to separating these services.

In response to comments from Councillor Ian Dunbar on the existing risks for the Euticals site, the Chief Executive reported on management of site safety and progress with tenders to clear the chemicals at the site and the risk arising from support needed from the Welsh Government (WG) on a financial solution prior to any contract for site clearance.

On the same matter, The Leader of the Council said that this was an unprecedented case where the Council had acted in the interests of the public in terms of public protection. He referred to support required from WG and the need for Ministerial intervention if necessary.

Councillor Curtis referred to the vacancies in waste disposal and collection and felt that this had led to a lack of continuity in the workforce which had contributed to inconsistencies in refuse collection.

In relation to Streetscene, Councillor Clive Carver stressed the importance of adequate spend on road sweeping and gully cleaning.

The Chair proposed that the concerns raised about the ongoing costs in waste disposal and collection, including use of agency workers and impact on other Streetscene services be passed to the Environment Overview & Scrutiny Committee. This was seconded by Councillor Dunbar and agreed.

RESOLVED:

- (a) That the content of the report be noted; and
- (b) That the concerns raised on the costs in waste disposal and collection, including use of agency workers and impact on other Streetscene services be referred to the Environment Overview & Scrutiny Committee for consideration.

41. 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:

- Consultation on the revised Customer Services Strategy to be submitted to the meeting on 11 December 2014.
- The meeting on 15 January 2015 to be moved to 10.30am to accommodate a training session on the changes made to future budget reports.
- The Chair together with Councillors Richard Jones and Peter Curtis to meet with the Chief Officer (People & Resources) to consider the presentation of future reports on Workforce Information prior to the report being submitted to the December 2014 meeting. The Chief Officer to respond to the Members on her availability for the following Friday afternoon.
- All Members would be invited to a People Strategy workshop to be held on the afternoon of 12 December 2014.
- Wales Audit Office Corporate Assessment report was expected to be finalised in time for the meeting in February 2014.

Councillor Clive Carver referred to Members' use of iPads and requested that reports were formatted appropriately for iPad use. Following earlier discussion, the Member Engagement Manager asked for views on a workshop to discuss the Medium Term Financial Plan. The Chief Executive replied that this would be more appropriate for early in the New Year.

RESOLVED:

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

42. MEMBERS OF THE PRESS AND PUBLIC IN ATTENDANCE

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

(The meeting started at 10.00 am and ended at 12.30 pm)

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Chair

FLINTSHIRE COUNTY COUNCIL

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

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

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **ANNUAL PERFORMANCE REPORT 2013-14 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 2013-14 Annual Performance Report.

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 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.

2.03 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 This is the second certificate that the Council has received during

2014/15; to certify the Auditor General's views on the Council's compliance with discharging its duty to publish an assessment of performance.

The first certificate (received in July) was a positive discharge of the Council's duties in respect of improvement planning.

3.02 The certificate states the Auditor General's opinion on whether the Council has discharged its statutory duties in respect of its duty to publish an assessment of performance.

3.03 The certificate is attached at Appendix 1.

3.04 The conclusion of the audit is:

"As a result of my audit, I believe that the Council has discharged its duties under section 15(2), (3), (8) and (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 The certificate will be received by both Cabinet and Audit Committee during the month.

4.00 RECOMMENDATIONS

4.0 To advise Members of the positive Certificate of Compliance from the Auditor General for Wales in respect of the audit of the 2013-14 Annual Performance Report.

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 audit of Flintshire County Council's assessment of 2013-14 performance.
(November 2014)

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

None

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Certificate of Compliance

Audit of Flintshire County Council's assessment of 2013-14 performance

Certificate

I certify that I have audited Flintshire County Council's (the Council) assessment of its performance in 2013-14 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 sections 15(2), (3), (8) and (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 annually publish an assessment which describes its performance:

- in discharging its duty to make arrangements to secure continuous improvement in the exercise of its functions;
- in meeting the improvement objectives it has set itself;
- by reference to performance indicators specified by Welsh Ministers, and self-imposed performance indicators; and
- in meeting any performance standards specified by Welsh Ministers, and self-imposed performance standards.

The Measure requires the Council to publish its assessment before 31 October in the financial year following that to which the information relates, or by any other such date as Welsh Ministers may specify by order.

The Measure requires that the Council has regard to guidance issued by Welsh Ministers in publishing its assessment.

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

Scope of the 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. Other assessment work that I will undertake under section 18 of the Measure may examine these issues. My audit of the Council's assessment of performance, therefore, comprised a review of the Council's publication to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the assessment complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing it.

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.

Recommendations under the Local Government (Wales) Measure 2009

There are no recommendations arising from the audit of Flintshire County Council's assessment of 2013-14 performance



HUW VAUGHAN THOMAS

AUDITOR GENERAL FOR WALES

CC: Leighton Andrews, Minister for Public Services

Huw Lloyd Jones, Manager

Paul Goodlad, Performance Audit Lead

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 11TH DECEMBER 2014**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **MID YEAR CHIEF OFFICER PERFORMANCE REPORTS**

1.00 PURPOSE OF REPORT

1.01 To consider the 2014/15 Mid Year Service Performance Reports produced at Chief Officer level for their respective portfolios. The reports cover the period April to September 2014.

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 In addition to the Chief Officer performance reports, quarterly Improvement Plan Monitoring Reports will be presented to Overview & Scrutiny Committees according to the priority area of interest.

3.00 CONSIDERATIONS

3.01 Copies of the detailed Mid Year Service Performance Reports are attached at Appendix 1 – People and Resources, Appendix 2 – Governance and Appendix 3 – Organisational Change.

3.02 The contents of the Chief Officer reports include:-

- areas of positive performance;
- areas of concern;
- the Council Improvement Priorities that are not set as an in-year priority;
- progress for key projects and collaborative areas of work;
- risk summaries;
- reporting against findings from internal and external regulatory bodies e.g. Wales Audit Office, Care and Social Services Inspectorate Wales or Estyn; and
- performance against the statutory national performance indicators (NSIs and PAMs).

3.03 Analysis of performance against the Improvement Targets and NSIs is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-

- RED – equates to a position of unacceptable performance
- AMBER – equates to a mid position where the performance has not achieved target but is within an acceptable level
- GREEN – equates to meeting or exceeding target

3.04 The indicators which showed a high (RED) status against target were:-

Portfolio – Governance

Operational Risk – Compliance with the statutory timescales for Freedom of Information (FOI) Act requests

For the last quarter 77% of requests were determined within the statutory time frame. This is the first quarter where the average has fallen significantly below the 85% expected by the Information Commissioner's Office. Work is ongoing to raise awareness with services to increase priority and comply with the statutory timescale.

Portfolio – Organisational Change (2)

Operational Risk – Reduction of future workloads resulting in the need to review service team structures and resource levels

Fee income generating services are likely to see significant reductions in future funding made available for schemes and as a direct result a reduction in fee generation. Consideration is being given to the future direction and structure of these design and consultancy services.

4.00 RECOMMENDATIONS

4.01 That the Committee consider the 2014/15 Mid Year Service Performance Reports produced by the Chief Officers, 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, for inclusion in the report to the Cabinet.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable.

12.00 APPENDICES

12.01 Appendix 1 – People and Resources
Appendix 2 – Governance
Appendix 3 – Organisational Change

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

None.

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Mid-Year Chief Officer Report

Report Author: Chief Officer – People & Resources
Report Date: November 2014
Report Period: April to September 2014

Introduction

The Chief Officer report is produced on a half yearly basis and provided to Cabinet Members for review and assurance focusing on the 'business as usual'. The reports are provided for Overview and Scrutiny Committees as part of their Forward Work Programmes. Chief Officer reports compliment the Improvement Plan monitoring reports.

Chief Officer reports are exception reports which summarise the key information Members should be aware of, including both good and poor performance. Emerging issues / operational risks are also detailed. The reports are split into three distinct sections: -

1. Performance Overview - this section is used to give an overview of the progress being made towards delivery of key plans for the services which include those Improvement Priorities which do not have an in year focus i.e. these are not reported within the quarterly Improvement Plan monitoring. It is also used to highlight good news and key issues (including operational risks) arising. In addition, summary progress is given for key projects and collaborative areas of work.

2. Internal and External Regulatory Reports - this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting - this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Plus supporting appendices: -

Appendix 1- Performance Indicators - summary table of the key performance indicators used to manage the services. In addition, any NSI and PAM (statutory PIs) reported by the services are included.

Appendix 2 - High level (red) operational risk detail - completed full risk templates for those risks currently assessed as high (red).

Section 1 - Performance Overview

This report covers the following functional areas:

- Corporate Finance
- Pensions Administration
- Pensions Investment
- Human Resources and Organisational Design

Areas of Positive Performance

Corporate Finance

- Statement of accounts approved by statutory deadline with an unqualified audit report and positive comments from auditors regarding the improvements made.
- Insurance contracts tendered and let.
- Key national work undertaken on self financing for the HRA and Rent Reform,
- Implementation of Single Status accounting and the transfer of Accounts Payable (AP) from Lifelong Learning to central AP
- Progress on re-basing of workforce budgets post implementation of Single Status

Pensions Administration/Investment

- The Service Plan (approved by the Clwyd Pension Fund Committee in July) is on target.

Human Resources and Organisational Development

Business Partnering

- Progress of COT3 Drop-In sessions for Single Status
- Supporting Business Planning processes
- Developing specific HR advice on the implementation of alternative service delivery models
- Voluntary Redundancy Scheme Phase II

Employment Services

- Successful implementation of Single Status into employee HR & Payroll.
- Completed the roll-out of (non-schools) employee self service electronic submission of mileage and employee Data Protection training records via iTrent.
- Implementation of the Local Government Pension Scheme 2014 legislative changes into Payroll.
- Introduction of electronic submission (ebulk) of Disclosure and Barring Service checks.
- Introduction of a paperless notification of sickness notifications via a new HR Forms database.
- Adoption via the All Wales Framework of a preferred Agency worker supplier for schools.

Organisational Development

- Completion of 'first stage' appeals and maintenance post Single Status
- Development of numerous policies which include the Discretionary Compensation Payments policy, and also Single Status related policies such as Appeals, Maintenance and Governance
- Review of key policies such as Attendance Management, Drug and Alcohol, Recruitment and the Disciplinary policy
- Implementation of the Equal Pay settlement process for claimants

Occupational Health

- Agreement from Wrexham to extend Occupational Health Partnership beyond initial three years to March 2016
- Extended the range of support mechanisms available for employees including computerised CBT and Mindfulness Courses.
- Development of OPAS system and production management information including KPI's
- Development of Occupational Health Infonet pages

Areas of Concern

Corporate Finance

Capacity / resources to deliver increasing demand on service including:

- Ex. HRA subsidy reform work
- Finance contribution to Strategic Housing & Regeneration Project (SHARP)
- Technical accounting support required for outcomes of portfolio business plans
- Finance support to support organisational changes
- Percentage of undisputed invoices paid on time, target of 95% not met, cumulative at end of September 85.9% - resource issue to process invoices

Pensions Administration/Investment

- Market volatility & continual low interest rate environment which continues to increase the value of the fund's liabilities.
- Small risk of the impact on the administration arrangements for the Pension Fund if the Council adopts different models of service delivery

Human Resources and Organisational Development

Business Partnering

- Capacity/impact on resources in concluding the various Single Status workstreams (including Equal Pay).
- Strategic HR support to support organisational changes

Employment Services

- Review of the implementation of Single Status into employee HR & Payroll and completion of project tasks outstanding.
- Lack of access within all schools to iTrent.
- Impending changes to the teachers Pensions Scheme (TP 2015) into Payroll.
- The number of workers engaged within skills prior to Disclosure and Barring Service and pre employment checks.

Organisational Development

- Resource availability to complete the latest stage of appeals on maintenance
- Reaching agreement with trade unions to implement a revised Job Evaluation process to support organisational change

Occupational Health

- Available resource to complete electronic and paper archiving and disposal of legacy paper records
- Level of failed appointments and subsequent waste of resources

Improvement Plan (none in year priorities)

- Achieving our income targets, this area of work has been incorporated into the Business Planning process and all income areas have been challenged and new targets set.

Key Projects

Corporate Finance

- Implementation of Collaborative Planning (CP) Software for budget monitoring, the project is in progress with the aim of a testing run in February 2015 and going live in April 2015.
- Implementation of Accounts Receivable system, there is ongoing dialogue with the supplier to progress the procurement of an enhanced system.

Pensions Administration/Investment

- Data quality with employers

Human Resources and Organisational Development

Business Partnering

- Supporting portfolio's in the delivery of the business planning outcomes
- Supporting the Alternative Delivery Model (ADM) programme

Employment Services

- Completion of the Single Status into Payroll project.
- Investigate the possibilities and explore the barriers relating the provision of iTrent to schools.
- Implementation of the Teachers Pensions (TP2 015) scheme.

Organisational Development

- Completion of all Single Status Appeals, Maintenance and Appeals on Maintenance
- Creation of a final revised Rank Order
- Roll out of new revised Job Evaluation process
- Roll out of competency based appraisal
- Development of Organisation Design practices to support in Organisational Change.

Occupational Health

- SEQOHS accreditation
- Reduction in number of failed appointments
- Reviewing service provision for schools including referral process and information through Moodle
- Drive to increase number of electronic referrals

Collaboration / Partnership Working

Corporate Finance

- Finance contribution to Strategic Housing & Regeneration Project (SHARP), the project is on track to commence development in Flint in 2015, finance officers are part of the project board in an advisory capacity.

Pensions Administration/Investment

- Officers contribute to the Collective Investment Vehicle for Wales working group (Society of Welsh Treasurers Pension sub group)
- Work is in progress to assess the impact on the pension fund of a voluntary merger of Conwy/Denbighshire (Local Government Re-organisation).

Human Resources and Organisational Development

Business Partnering

- None

Employment Services

- Investigate the possibilities of Powys County Council's provision of electronic submission (ebulk) of Disclosure and Barring Service checks.

Organisational Development

- Continued collaboration with Wrexham in Management Development programme
- Collaboration and joint working with Coleg Cambria in delivering training and development programmes

Occupational Health

- Agreement of extension with Wrexham County Borough Council (WCBC) from September 2014 for a further two years

Summary of Operational Risks (from the above sections) –

Risk Type	Risk Ref. and Description	Net Risk Score	Risk Trend	Target Risk Score & Date
Operational	Delayed implementation of the proposed Disclosure and Barring Service Policy	A	↔	G 31.03.15
Operational	Resources to support increased service demand to support organisational change	A	↔	G 31.03.15
Project	Completion of all outstanding queries relating to appeals and maintenance for single status	A	↔	G 31.03.15

Section 2 - Internal and External Regulatory Reports

Report: Main Accounting

Date Finalised: June 2014

Conclusion: Substantial Assurance

Recommendations: 1 x medium, 2 x low

Summary

Areas of good practice: The checking of closing balances and bank reconciliation process

Key areas for improvement: The regular reconciliation of feeder systems and the approval of working documents

Report: Financial Management and Budgetary Control

Date Finalised: April 2014

Conclusion: Substantial Assurance

Recommendations: 1 x medium, 1 x low, 1 x suggestion

Summary

Areas of good practice: The management of the Medium Term Financial Plan and the monitoring of the Authority's Financial Procedure Rules.

Key areas for improvement: The need to have documented process in place for undertaking virements, the requirement to maintain a clear audit trail when undertaking virements and the budget monitoring reports being produced and reported on a timely basis.

Report: Clwyd Pension Fund – Pensions Investment

Date Finalised: April 2014

Conclusion: Substantial Assurance

Recommendations: 4 x low, 1 x medium

Summary

Areas of good practice: Full compliance with application of Principles 2, 3 and 5 of the CIPFA Principles for investment decision making & disclosure in the Local Government Pension Scheme'

Key areas for improvement with relation to the application of Principles 1, 4 and 6.

Report: Clwyd Pension Fund – Pensions Administration

Date Finalised: March 2014

Conclusion: Some Assurance

Recommendations: 10 x low, 1 x high

Summary

Areas of good practice: Scanning of all documents and post to maintain a paperless office, progress towards reducing the backlog in Pensions Admin and Pensions Admin and Pensions Payroll working on the same merged computer package Altair.

Key areas for improvement in relation to new controls and application of existing controls required.

Report: Audit of Financial Statements Report – Wales Audit Office

Date Finalised: September 2014

Conclusion: Unqualified

Recommendations: No misstatements identified in the financial statements which remain uncorrected.

Summary: The accounting statements and related notes give a true and fair view of the financial position of Flintshire County Council as at 31 March 2014 and of its income and expenditure for the year.

The accounts have been properly prepared in accordance with the Code of Practice on Local Authority Accounting in the UK

Report: Payroll

Date Finalised: June 2014

Conclusion: Cannot take assurance

Recommendations: 2 x High, 2 x Medium, 4 x Low

Summary.

Areas of good practice: Validation procedures in the payroll checking process are in place to ensure salaries and associated costs are charged to valid cost code, controls are in place over the BACS transmission, pay scales are input and paid correctly, access to iTrent is controlled, all BACS transmissions are compliant with the HRMC requirements for RTI notifications

Key areas for improvement: Control over Honorarium payments, payment of correct essential car user rate, authorisation of new starters, leavers, overtime and permanent allowances, updating of the Authorising Signatory Listing, notifying pensions of all new starters to the pension scheme.

Section 3 - Corporate Reporting

Equality and Welsh Language

List the Equalities and Welsh Language Impact Assessments: -

(1) Started/Work in Progress

(2) Completed

during the period (April – September 2014)

Agile Working - 5/7/2014

Mileage and Expenses - 17/7/2014

Workplace Domestic Abuse - 5/9/2014

FCC Competency Framework - 5/9/2014

Single Status Maintenance - 5/9/2014

Single Status Appeals - 5/9/2014

Stand-by and Call Out - 5/9/2014

Additional Payments - 5/9/2014

Professional Subs - 15/10/2014

Social Media - 28/10/2014

List the work areas / functions where diversity of customers are monitored

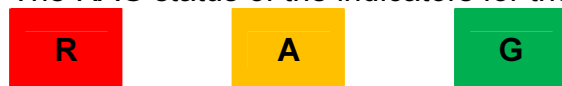
Employees are the customers of the HR Service. Diversity is monitored as part of the recruitment process and through the Equality Monitoring Audit in iTrent.

Appendix 1 - Performance Indicators

Key

R	Target significantly missed or likely to be missed by a significant margin
A	Target missed or likely to be missed but within an acceptable level
G	Target achieved / exceeded or on track to be achieved / exceeded

The RAG status of the indicators for the half year position are summarised as follows: -



Note 1 – NSI = National Statutory Indicator PAM = Public Accountability Measure

Note 2 – Change (Improved / Downturned) is based on comparison with the previous reporting period. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
CHR/002: The number of working days / shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	PAM	N/A	9.6 days / shifts	9.71 days / shifts		Improved	2013/14 Outturn not applicable for People and Resources.
% of undisputed invoices paid on time within 32 days		91.3%	95%	85.9%		Downturned	Reduced resources in team impact on ability to meet target

Appendix 2 – High Level (Red) Net Risks

Risk to be managed –

None.

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Mid-Year Chief Officer Report

Report Author: Chief Officer – Governance
Report Date: November 2014
Report Period: April to September 2014

Introduction

The Chief Officer report is produced on a half yearly basis and provided to Cabinet Members for review and assurance focusing on the 'business as usual'. The reports are provided for Overview and Scrutiny Committees as part of their Forward Work Programmes. Chief Officer reports compliment the Improvement Plan monitoring reports.

Chief Officer reports are exception reports which summarise the key information Members should be aware of, including both good and poor performance. Emerging issues / operational risks are also detailed. The reports are split into three distinct sections: -

1. Performance Overview- this section is used to give an overview of the progress being made towards delivery of key plans for the services which include those Improvement Priorities which do not have an in year focus i.e. these are not reported within the quarterly Improvement Plan monitoring. It is also used to highlight good news and key issues (including operational risks) arising. In addition, summary progress is given for key projects and collaborative areas of work.

2. Internal and External Regulatory Reports- this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting- this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Plus supporting appendices: -

Appendix 1- Performance Indicators - summary table of the key performance indicators used to manage the services. In addition, any NSI and PAM (statutory PIs) reported by the services are included.

Appendix 2 - High level (red) operational risk detail - completed full risk templates for those risks currently assessed as high (red).

Section 1 - Performance Overview

This report covers the following functional areas:

- Procurement
- Legal
- ICT
- Information Security / Records Management
- Member / Executive Support

Areas of Positive Performance

Overview & Scrutiny:

During the period, work on the Overview & Scrutiny Annual Report, revisions to the Overview & Scrutiny Handbook and the development of a public engagement strategy for Overview & Scrutiny have been notable. In September, the Housing Overview & Scrutiny Committee was attended for the first time by a member of the public exercising his rights under the Public Speaking Arrangements which as a part of the 'Four protocols for public engagement' were adopted by the Constitution Committee last year.

Elections & Electoral Registration:

European Election

During this period the European Parliamentary General Election was successfully managed by the Elections Team for the area of Flintshire. There were 19,351 electors registered for a postal vote and 11,661 were returned which was 60% return rate. The overall turnout figure for the election was 31.2%

Introduction of Individual Electoral Registration

In June, the household system of electoral registration was replaced by Individual Electoral Registration (IER) whereby each person is responsible for registering to vote individually. In addition, people can now register to vote online for the first time.

Over 91% of electors have been automatically transferred through a data matching exercise involving the Department of Work and Pensions database – Over 105,000 confirmation letters have been sent to those electors. Over 14,000 letters have been sent to complete the registration process and those who have not responded are currently being chased.

IT:

Achievement of Public Sector Network (PSN) Compliance
Implementation of IT Service Review

Major upgrades to key business systems were undertaken:

- Capita Open Housing
- Midland Trent
- Open Revenues
- PARIS
- Mayrise

Infrastructure upgrades undertaken:

- FlintMAP remote access solutions
- Contact Centre Telephony Solution
- Councils main telephony switch
- Server and storage upgrades

Helpdesk calls resolved at first point of contact continue to exceed targets.

IT – Service Review:

Phase 1 of the IT service review was implemented on target on May 1st. Recruitment to vacant posts is still ongoing. Discussions regarding Phase2 of the review are scheduled for early November.

IT – Education IT:

The line management responsibility of the Education IT Unit was transferred following the secondment of the Education ICT Advisor to Welsh Government. The review commenced in July 2014 and the outcomes of that review are due to be reported end Nov 2014.

IT Service Desk:

As part of the Service Review, an IT Service Desk manager has been appointed and started work in October 2014. This will allow for increased focus on the performance of the service and for additional improvement opportunities with the IT Service Management system (TOPdesk) to be identified. It is recognised that issues have been raised around the responsiveness and consistency of this service and this appointment will add some focus to improving this situation.

Currently service desk performance is above target for calls resolved at first point of contact at 45.83% against a 34% target. However, calls resolved in agreed timescale is down at 83.66% against a target of 94% target. This reflects the volume of projects and change being implemented at the moment along with the impact of having tightened our resolution timescales.

Procurement

Merger of the Corporate Procurement Units of both Flintshire and Denbighshire Councils

- The merger of the Corporate Procurement Units of both Flintshire and Denbighshire Councils became operational on 1st July 2014 with no issues from staffing perspective resulting from a TUPE transfer. This has resulted in an increase in collaborative opportunities for joint contracts resulting in economies of scale benefits.
- The merger has also ensured greater resilience and capacity within the new Collaborative Procurement Service, which has resulted in providing additional support to service areas in delivering their efficiency targets.

Proactis E-sourcing solution implementation

- The configuration of the e-sourcing solution is progressing well, with numerous workshops held with individual service areas. The solution is expected to be rolled-out into individual service areas in early 2015. Once implemented the solution will deliver process efficiencies in terms of tendering and contract management as well as ensuring full compliance with our internal Contract Procedure Rules. General feedback has been very positive with officers requesting access to the solution sooner rather than later.

Proactis Purchase to Pay (P2P) solution implementation

- The Purchase-to-Pay solution has been fully rolled-out to service areas with the exception of schools and linkages to job costing systems. As a result purchase ordering and invoice processing is now being undertaken through various workflow processes and transactions are authorised at the appropriate delegated levels with the relevant controls in place to reduce off contract spend.

E-invoicing implementation

- Progress has also been made in respect to moving forward with e-invoicing implementation, this project once completed will negate the need for circa 90,000 paper invoices to be manually processed for payment, resulting in process efficiencies, early payment discount opportunities and ability to retrieve and view invoices on-line. Commercials are currently being negotiated with our e-procurement partner and the project will commence in December 2014. The commercials received from our Proactis, our strategic e-procurement partner will provide the Authority with efficiency savings of £40k in comparison to the unit costs available generally in the marketplace.

Three Counties Procurement Transformation Programme

- The Three Counties Procurement Transformation Programme involving Flintshire, Denbighshire and Gwynedd Councils is now well into the implementation phase, with extensive supplier market consultation undertaken. A tender notice for the appointment of a Transformation Partner to support the delivery of a new commissioning and procurement function based on category management has been recently published. It's envisaged that this transformational programme which has secured regional collaboration funding from Welsh Government, will aim to deliver significant efficiency savings from smarter procurement but also from headcount reduction in the number of staff needed to commission and procure going forward.
- As part of the Three Counties project, a staff survey was undertaken highlighting the number of staff in the Authority that had procurement / commissioning responsibilities. The result of this survey has given an insight

to the total number of staff involved, which can be targeted for future training and communication purposes as well for scoping potential future headcount efficiencies.

National Procurement Service

- The Welsh Government has set up the National Procurement Service (NPS) to procure “once for Wales” on common and repetitive spend across the Welsh public sector. The spend in scope is circa 20% of the Authority’s total procurement spend.

Areas of Concern

FOI

For the quarter year to the end of September only 77% of requests were determined within the statutory time frame. This is the first quarter where the average has fallen significantly below the 85% expected by the Information Commissioner’s Office. The tables for the last two quarters are shown below.

Quarterly report - for Members and for FOI Contact Officers

Total Number of FOIs responded to by FCC, Jul - Sept 2014

	Number of requests signed off	Number of requests determined within 20 day response time	Therefore % determined within the 20 day response time *
Chief Executive's	4	3	75%
Environment	86	68	79%
Finance	27	21	78%
Housing	10	6	60%
Human Resources	26	17	65%
ICT Services	15	11	73%
Legal & Democratic	21	21	100%
Lifelong Learning	25	10	40%
Revenues & Benefits	4	3	75%
Social Services	30	30	100%
TOTALS	248	190	77%

Quarterly report - for Members and for FOI Contact Officers

Total Number of FOIs responded to by FCC, Apr - Jun 2014

	Number of requests signed off	Number of requests determined within 20 day response time	Therefore % determined within the 20 day response time *
Chief Executive's	7	6	86%
Environment	89	85	96%
Finance	54	32	59%
Housing	11	8	73%
Human Resources	8	7	88%
ICT Services	10	7	70%
Legal & Democratic	12	12	100%
Lifelong Learning	29	28	97%
Social Services	28	28	100%
TOTALS	248	213	86%

IT:

- Service demands continue to increase and prioritisation proves difficult with the level of change across the council.
- Second level helpdesk call resolution due to service demand and volume of organisational change projects.
- Vacancy management as a result of IT Service review. Recruitment is currently underway and figures fluctuates. As of date of the report there are 7 vacancies.
- Continuing to have a large number of calls logged. Current average of 2445 per month with a peak of 3099.

Procurement:

- The National Procurement Service (NPS) was established 12 months ago by Welsh Government to procure common and repetitive spend, on behalf of the entire Welsh public sector. Due to staff recruitment issues and delays in delivering specific projects, the NPS will not deliver the projected cashable efficiencies within this financial year. As a result the Authority will need to identify and realise additional procurement efficiencies to cover any slippage. The anticipated additional savings of £250,000 required to cover the slippage is in hand and will be delivered from local procurement projects.
- Service demands continue to increase, which is putting further resource pressures on the new Collaborative Procurement Service. The implementation of the Three Counties Project should result in an organisational re-structure of staffing with commissioning and procurement responsibilities within the Authority. The new Target Operating Model should then deliver a fit for purpose structure with appropriate capacity and capability.

Improvement Plan (none in year priorities)

Not applicable

Key Projects&Collaboration / Partnership Working

Webcasting:

An all Wales procurement for Webcasting of Committee meetings is being explored and a further report will be submitted to the Constitution Committee on 28 January 2015.

IT – Member IT:

The rollout of technology to improve Members IT is nearly complete with 68 councillors having received an iPad and training in its operation. Provision of paper reports will end on 31/12/2014 and members will be wholly reliant upon their new technology. The secondment of an existing member of IT staff into a Members IT Support role is due to end on 31/12/2014.

IT – IT Service Management System (TOPdesk) & Work Processes:

The IT service has invested in a service management system (Topdesk) as part of a regional collaboration project. This system has the ability to help the service in managing assets, change, problems, stock and ordering and improved customer engagement through self-service. To date only incident management has been fully utilised but the service now hopes to move forward in other areas to allow for improved process and performance.

IT- Electronic Document Management:

Work continues to reduce paper storage, modernise processes and improve information access and availability, by the use of an Electronic Document Management System, aligned to our Assets Programme.

The following projects have been completed; HR – electronic staff records, Housing – Tenancy records and related information, Asset Management, Licensing, Paper River - product to allow scanning directly to EDM from multi-function devices (MFD's), My Briefcase - product to allow agile working with EDM where no network connection is available, General Filing in IT, Street Works and Public Open Spaces

The following projects are currently being delivered; Public Protection, Housing Renewals, Bereavement Services, Regeneration and Flintshire Connects – Blue Badge application.

The following projects are in the planning stage: Social Services (general filing and client documents), Planning, Active Directory integration and electronic mailroom.

IT – Customer Relationship Management (CRM) System:

CRM technology has been implemented within the Contact Centre during 2013-14 (primarily for Streetscene customer enquiries). CRM is being further developed to integrate with the councils website and to add additional functionality to support Streetscene services. The major focus at present is the development of a complaint handling element to meet new national standards.

IT – Microsoft:

We are currently in the process of standardising many of our technologies on Microsoft products. A programme consisting of 11 individual projects has been set

up. The projects range from infrastructure upgrades, the upgrade from Windows XP, the replacement of Lotus Notes with Microsoft Exchange and the implementation of a new Systems Management solution. The programme is due to complete by mid 2015.

As part of this programme, the service will deploy Virtual Desktop Infrastructure (VDI) technologies delivering Windows 7 and Office 2013 on existing hardware. This will allow rapid deployment of these and future technologies, will provide further resilience to support agile working and reduce reliance on desktop hardware which will maximise the investment in existing desktop hardware.

The programme is underpinned by a communications and training and development plan to ensure that customers are supported through this transition.

IT – Agile Working (inc. Wireless):

IT continues to support the Council's Assets programme by supporting teams needing to work in an agile manner. This support comprises of awareness sessions for service managers providing advice and guidance in terms of IT facilities available to assist teams. IT are also supporting teams by providing mobile devices, new and improved software, 'follow me' desktop through VDI (see above), new telephony facilities, agile printing facilities and continue the rollout of a corporate Wireless solution across council buildings. All of these technologies are key enablers for supporting workers wishing to hot desk and work in an agile manner, which is critical to our Assets programme.

IT – Learning in Digital Wales (LiDW):

Flintshire received £1m from WG to support the improvement of each school's IT infrastructure under the Learning in Digital Wales (LiDW) initiative. The council has now implemented the improvements to this infrastructure and has provided a centrally managed wireless solution which allows wireless access across all the schools in Flintshire. This also allows schools to introduce Bring Your Own Device (BYOD) facilities, so pupils can use their own electronic devices within the learning environment. All schools infrastructure works were completed by July 2014.

IT – Public Sector Broadband Aggregation (PSBA):

The PSBA project delivers improved connectivity to schools and corporate sites. This project was jointly funded from investment by the council and grant funding received from Welsh Government under the Learning in Digital Wales (LiDW) initiative. This project managed by Welsh Government and delivered by staff within Flintshire, has seen the upgrading of communication links to 110 sites across Flintshire with the estimates completion date of March 2015 for the remaining 30 sites.

IT – Infrastructure Upgrades:

A considerable number of IT Core Infrastructure upgrades have taken place recently to refresh and upgrade technologies and support a number of projects particularly the Microsoft Programme and Agile Working. Much of this has taken place 'behind the scenes' with minimal business impact but will deliver significant ongoing business benefits such as future proofing IT systems, preparing for future increased workloads (mobile, agile), providing additional capacity and improved security and security compliance.

In addition, major upgrades have taken place to PARIS (Social Care), Midland Trent (HR/Payroll), Civica Open (Revenues and Benefits), Mayrise(Streetscene) and Capita Open (Housing).

IT – Security:

As a condition of the council receiving its Housing Benefits subsidy, the council must ensure that the IT systems used to communicate with Department for Work and Pensions are delivered to Public Sector Network (PSN) accredited standards. These standards are developed and managed by Communications-Electronic Security Group (CESG) which is the National Technical Authority for information assurance and operates as a group within Government Communications Headquarters (GCHQ). They are developed to exacting levels of detail and with very little compromise. This accreditation is highly complex and impacts across the whole IT service. Accreditation was achieved in August. Considerable work must continue throughout the year in order to mitigate security vulnerabilities that emerge. The standard continuously changes and demands on the service to meet them are likely to increase as a result.

IT – Website:

A redesign of the council’s website has been undertaken following mixed feedback relating to the version launched in September 2013. The current design is based on recognised best practice aimed at customers reaching the services they require with the minimum number of ‘clicks’. The new design is mobile and accessible and work is now ongoing with Customer Services to make major improvements to website content and to develop digital services aimed at increasing online facilities for customers with the potential to deliver service efficiencies in related service areas.

Procurement:

- E-sourcing implementation
- E-invoicing implementation
- 3 County Procurement Transformation Programme
- Collaborative Procurement Service between Flintshire and Denbighshire

Progress for all is covered in previous sections.

Summary of Operational Risks (from the above sections)

Risk Type	Risk Ref. and Description	Net Risk Score	Risk Trend	Target Risk Score & Date
Operational	Internal Customer Service - helpdesk telephone response times, resolution of helpdesk calls	A	↑	G Dec 15
Operational	Demand Management	A	↑	G Dec 15
Operational & Project	Budget Constraints to meet increased demands for technology.	A	↑	A Sept 15

Operational	Asset Management - Ensuring that all asset information is recorded accurately and maintained	A	↔	G Mar 15
Operational	Change Management - ensuring that we implement change in a structured and coordinated way that reduces risk	A	↔	G Sept 15
Operational	Capacity to meet requirements of Organisational Change	A	↔	G Dec 15
Collaboration	Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and Welsh Procurement consortium frameworks.	G	↔	G Nov 14
Operational	Ensure the internal adoption of revised procurement practice and process	A	↔	G Mar 15
Project	Having the creativity to apply community benefit clauses within contracts	A	↓	G Mar 15
Operational	Council's failure to comply with the statutory timescale for responding to FOI Act requests	R	↑	A Mar 15

Section 2 - Internal and External Regulatory Reports

Report: Member Allowances (Internal Audit)

Date Finalised: 18 September 2014

Conclusion: Good Progress

Recommendations: No recommendations made.

Summary

Taking account of the issues identified, Management can take substantial assurance that the controls upon which the organisation relies to manage this risk are suitably designed, consistently applied and effective.

Report: The European Parliamentary elections and the local government elections in England and Northern Ireland May 2014 (The Electoral Commission)

Date Finalised: July 2014

Conclusion: The elections on 22 May were well run. Voters were satisfied with the way they were run and were able to participate either by voting in person at a polling station or by completing and returning a postal vote.

However, there remain a number of challenges and improvements that can be made for future elections to ensure that the interests of the voter continue to be put first.

Recommendations: General recommendations, to look at minor changes to regulations and administrative barriers. However, none specific to Flintshire.

Section 3 - Corporate Reporting Q2 July-September

List the Equalities and Welsh Language Impact Assessments: -

(1) Started/Work in Progress

(2) Completed

during the period (April – September 2014)

None

List the work areas / functions where diversity of customers are monitored

None

Appendix 1 - Performance Indicators

Key

R	Target significantly missed or likely to be missed by a significant margin
A	Target missed or likely to be missed but within an acceptable level
G	Target achieved / exceeded or on track to be achieved / exceeded

The RAG status of the indicators for the half year position are summarised as follows: -

R	1	A	1	G	10
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Note 1 – NSI = National Statutory Indicator PAM = Public Accountability Measure

Note 2 – Change (Improved / Downturned) is based on comparison with the previous reporting period. Where it is more appropriate to compare performance with the same period in the previous year this should be stated in the commentary.

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
Democratic Services:							
Agendas Circulation – Percentage of agendas to be circulated 3 clear days before the date of the meeting	Local PI	100%	100%	100%	G	Maintained	
Availability of Draft Minutes (5 days) – Percentage of draft minutes available 5 working days after the meeting	Local PI	100%	100%	99%	A	Downturn	

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
Availability of Final Minutes – Percentage of final minutes available to the public 15 working days after approval at the subsequent meeting	Local PI	100%	100%	100%	G	Maintained	
Legal Services:							
Ensuring school admission decision letters are despatched within 5 working days	Local PI	N/A	80%	96.6%	G	N/A	
Number of child care cases issued in court	Local PI	N/A	N/A	13			This is management information
Completing child care cases within 26 weeks under Public Law Outline	Local PI	N/A	80%	100%	G	N/A	
Despatch first draft within 20 working days of receipt of full instructions standard contract (ICE, JCT, etc s106 Agreement sale/lease of land s278/s38 Agreements	Local PI	80%	80%	80%	G	Maintained	

Indicator	NSI / PAM (Note 1)	Annual Outturn 2013/14	Annual Target 2014/15	Mid-Year Outturn 2014/15	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
Customer Services – satisfaction: Full questionnaire from all departments	Local PI	80%	80%	80%	G	Maintained	
I.T.:							
ICTM1 Service desk Calls fixed on time	Local PI	89.53%	94%	83.66%	R	Downturned	This reflects the volume of projects and change being implemented at the moment within the division along with a tightening of resolution timescales. See Risk Assessment in Appendix 2.
ICTM2 Service desk Calls resolved at first point of contact	Local PI	41.65%	35%	45.83%	G	Improved	There has been a focus on addressing as many calls as possible at first point of contact and with the new structure being introduced in the service desk team we will be considering an increase to this target to 50% for 2015/16.

Appendix 2 – High Level (Red) Net Risks

Risk to be managed: Failure to deal with FOI requests within statutory timescale.

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 & Date (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
H	H	R	There is a process for allocating FOI requests to services and for monitoring response times.	H	H	R	Increased priority by services to complying with timescale.	Democracy & Governance Manager	↔	L	H	A	Mar 2015

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Mid-Year Chief Officer Report

Report Author: Chief Officer – Organisational Change (Neal Cockerton)
Report Date: November 2014
Report Period: April to September 2014

Introduction

The Chief Officer report is produced on a half yearly basis and provided to Cabinet Members for review and assurance focusing on the 'business as usual'. The reports are provided for Overview and Scrutiny Committees as part of their Forward Work Programmes. Chief Officer reports compliment the Improvement Plan monitoring reports.

Chief Officer reports are exception reports which summarise the key information Members should be aware of, including both good and poor performance. Emerging issues / operational risks are also detailed. The reports are split into three distinct sections: -

1. Performance Overview - this section is used to give an overview of the progress being made towards delivery of key plans for the services which include those Improvement Priorities which do not have an in year focus i.e. these are not reported within the quarterly Improvement Plan monitoring. It is also used to highlight good news and key issues (including operational risks) arising. In addition, summary progress is given for key projects and collaborative areas of work.

2. Internal and External Regulatory Reports - this section summarises regulatory work reported in the half year and its outcomes and intended actions arising from recommendations.

3. Corporate Reporting - this section summarises the performance in relation to corporate issues i.e. Sickness absence, Complaints

Plus supporting appendices: -

Appendix 1- Performance Indicators - summary table of the key performance indicators used to manage the services. In addition, any NSI and PAM (statutory PIs) reported by the services are included.

Appendix 2 - High level (red) operational risk detail - completed full risk templates for those risks currently assessed as high (red).

Section 1 - Performance Overview

This report covers the following functional areas:

- Highways Engineering Consultancy
- Facilities Services
- Catering and Cleaning Services
- Property Maintenance and Design Services
- Valuation and Estate Services
- CCTV

Areas of Positive Performance

All services have performed positively during the period.

The new Holywell school design work is progressing well with detailed design and scheme development at an advanced stage.

The 'cook bus' at Mold Food Festival was a great success with much positive feedback from visitors. This approach which sought to engage children in healthy eating and cooking generally ended in a 'cook off' competition with the successful cooks coming from Ysgol Glanrafon, Mold and the Secondary School winner was from Ysgol Castell Alyn.

Farm disposals continue to be progressed and there has been some movement in sales on the basis that there is considerable advance work to be undertaken in each sale to bring forward to disposal.

In addition to the above and on a more general point work has been progressing in developing the approach to Community Asset Transfers, a new approach which will see closer working and engagement with Flintshire Local Voluntary Council (FLVC) as well as a more streamlined approach to how the council deals with such transfers.

We have commenced a review and refresh of the Community Asset Transfer documentation and re-launched this on the 3rd November 2014. In addition, and linked to this we have also undertaken a number of Town and Community Council presentations promoting Community Asset Transfers within their communities and will be issuing out lists of potential assets which may be transferred to the community in October.

Areas of Concern

Areas of specific concern relate to these fee income generating services which in the main are likely to see significant reductions in future funding made available for schemes and as a direct result a reciprocal reduction in fee generation. This has required some careful thought about the future direction and continued form these consultancy services will need to take going forward into the future, such work is being undertaken through the current business planning process.

In addition whilst seen to be positive in terms of farm disposals there is a note of caution in that the rate of disposal is influenced by aspects of the current economic climate and the ability or desire of banks or other funding institutions to provide funding loans to prospective purchasers.

Improvement Plan (none in year priorities)

Not Applicable

Key Projects

As noted above the design work in connection with the school modernisation programme continues to be progressed and does the work, which is concluding around the tender documents for the Mold Flood Alleviation scheme.

In relation to the Holywell school project, regular design team meetings are being held to refine the detail and cost model for the school.

The flood alleviation scheme design tender aspects of the work have almost been finalised and the scheme will be placed out to tender in the new year.

Collaboration / Partnership Working

The Design Service has been working collaboratively across North Wales in the development of a framework contract for the delivery and development of the school modernisation programme. This will enable organisations to be 'called off' this contract in the future based upon the size of the specific scheme and will avoid the need to tender for this work each time thereby reducing any delays through extensive procurement processes, the contracts already having been processed through this procedure already.

The Mold Flood Alleviation scheme is being delivered through a partnership arrangement with Gwynedd County Councils engineering services department. This arrangement delivers specific engineering capability to the service during the design phase.

Summary of Operational Risks (from the above sections)

Risk Type	Risk Ref. and Description	Net Risk Score	Risk Trend	Target Risk Score & Date
Operational	Future workloads reducing with resultant need to review service team structure and resource levels	R	↑	A 2015/16 onwards

Section 2 - Internal and External Regulatory Reports

None undertaken during this reporting period

Section 3 - Corporate Reporting

Equality and Welsh Language

List the Equalities and Welsh Language Impact Assessments: -

(1) Started/Work in Progress

(2) Completed

during the period (April – September 2014)

Equality Impact Assessment scoping work undertaken linked to business planning.

List the work areas / functions where diversity of customers are monitored

None during the period of this report.

Appendix 1 - Performance Indicators

No statutory performance indicators.

Appendix 2 – High Level (Red) Net Risks

Risk to be managed

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 & Date (when all actions are completed / satisfactory arrangements in place)			
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score	Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
H	H	R	Reviewing services and developing business plans around future models of delivery for those fee generating services	H	H	R	Consideration of new future service models to reduce risk to council	Chief Officer (Organisational Change)	↑	L	M	A	2015/16 onwards

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FLINTSHIRE COUNTY COUNCIL

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

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

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **QUARTER 2 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 July – September 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-annually performance highlight reports will be presented from the Chief Officers. These will be similar to those previously produced 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

3.03 Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:-

Performance

- RED – equates to a position of under-performance against target.
- AMBER – equates to a mid-position where improvement may have been made but performance has missed the target.
- GREEN – equates to a position of positive performance against target.

Outcome

- RED – equates to a forecast position of under-performance against target at year end.
- AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end.
- GREEN – equates to a forecast position of positive performance against target at year end.

3.04 The high (RED) risk areas identified within the elements of the Improvement Plan Monitoring Report relevant to the Corporate Resources Overview & Scrutiny Committee, are as follows:-

3.04.1 **Priority: Modern and Efficient Council (Financial Strategy)**

Risks:

- 1. Ensuring that capital and revenue resources are sufficient to operate effectively.**
- 2. Uncertainty in the level of Welsh Government Funding which represents 80% of the funding of council services.**
- 3. Gaining agreement to the financial strategy.**

For all three risks the net and target risk levels are assessed as high. The provisional settlement from Welsh Government for 2015/16 is a 3.4% reduction equating to a £16m budget gap. The final settlement is due in December, but unlikely to change significantly. For this reason the risks remains high. Initial budget proposals will be presented to Cabinet in December followed by Scrutiny consideration.

3.04.2 **Priority: Modern and Efficient Council (Access to Council Services)** **Efficient Complaints Handling: The percentage of initial complaints responded to within 10 working days (performance = 58.64%).**

Performance has dropped significantly across the authority with the exception of two portfolios who closely missed the target (84%). Following a review of the complaints database, unnecessary delays such as passing a complaint from one officer to another or simply not updating customers on the action taken to resolve concerns has led to delays and targets being missed. The Customer Services Team will ensure that complaints are recorded and allocated to service managers going forward and for the team to closely monitor performance daily and where a delay is envisaged to issue a holding response.

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
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Email: robert.robins@flintshire.gov.uk

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

The FCC pilot project to deliver an enhanced homelessness prevention service to anyone who is at risk of homeless within 56 days is continuing to identify best practice and emerging trends. Initial performance figures from the six months the pilot has been in operation demonstrate that 552 people threatened with homelessness have received an enhanced homelessness prevention service with successful outcomes being attained in 88% of completed cases. During quarter 2 144 people, who under the current legislation are only eligible for advice and assistance, received and benefited from a full homelessness prevention service. There has also been an improvement in reducing the time spent in B&B accommodation for families and single households despite there being more homeless households needing to be placed in such accommodation. Households with more complex needs, who are impacted by the by the spare room subsidy, continue to be helped to transfer to smaller accommodation. However, these households include those containing a person with a disability & who need to move to adapted properties & are problematic to move in a cost effective & timely manner.

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	N/A
Number of tenants helped to move to more affordable accommodation because of the spare room subsidy		50	65	TBC	20	A see point 3 below	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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	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. Households with more complex needs, who are impacted by the by the spare room subsidy, being helped to transfer to smaller accommodation. 	M	M	A	<ol style="list-style-type: none"> Implement a Common Housing Register for all social housing providers operating within Flintshire. Flintshire 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 – Community & Enterprise	↓	M	M	A	Dec 2013

2. Provide advice and support services to help people protect their income				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>Whilst the impact of the welfare reforms continue to remove social security income from Flintshire households, the positive outcomes from the services provided by the FCC Welfare Rights & Housing Benefit Teams is, to some extent, redressing the balance. During the period April to September 2014, the Welfare Rights Team maximised the income within 802 Flintshire households by helping them to claim welfare benefits with a value of £1,334,526 (£1,059,178 on-going awards and £275,348 one-off awards). In addition, the Housing Benefit Team awarded households, impacted by the welfare reforms – in particular by the spare room subsidy (bedroom tax), discretionary housing payments totalling £140,646. Households at risk of homelessness were also assisted to manage debts totalling £667,222. The outcome of the 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	£1,334,694	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	802	N/A	N/A
Number of residents supported to successfully challenge adverse benefit decisions		180	N/A	N/A	89	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	£667,222	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	£139,646	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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<ol style="list-style-type: none"> Advice Gateway helping to improve customer service and maximise provider resources. Reducing the number of residents who are referred to an advice service provider by training front line (non-advice) practitioners to deal with basic social welfare queries. FCC working with five N/Wales local authorities and the North/Mid Wales DWP to develop a local support services framework to assist households throughout the longer-term transformation of the social security system. 	M	M	A	<ol style="list-style-type: none"> Ensure the Advice Gateway is accessible to all Flintshire residents & develop a single access pathway to the Advice & Support Gateways. The Flintshire Tackling Poverty Partnership will identify & maximise the take-up of funding opportunities amongst advice services, to compliment similar work being undertaken across N/Wales being led by DWP. This is expected to start from February 2015. 	Chief Officer – Community & Enterprise	↓	M	M	A	Dec 2013

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

Progress Status

Progress RAG

G

Outcome RAG

G

The implementation of Universal Credit (UC) within Flintshire is progressing very positively, though very slowly. At the end of September 2014, a total of 177 people, living within the Shotton catchment area, had made a claim for UC and 140 claims are still live. More importantly, as a live UC area, FCC has been able to influence the DWP national policies to reflect the best practice models developed & implemented by FCC to support UC claimants. In September 2014, the UC national process for accessing personal budgeting support was changed to mirror the process developed and implemented within Flintshire.

FCC and the DWP are also working to improve a claimant's access to a range of advice and support services that can help them address other social welfare problems they may have, which, if left unresolved could impact upon their ability to meet the requirements within their UC claimant commitment and face a benefit sanction.

The low numbers currently claiming UC and needing to access support will not affect the level of funding provided by the DWP to FCC during the current financial year. However, when negotiating future funding, it will be important that the DWP acknowledge that UC is currently being delivered to the less problematic claimant groups and the demand for support will increase as the roll out of UC extends to claimant groups with more complex needs.

Note: FCC 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, thus, the outturns are provided as management information.

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	11	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	56	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	Target Date	
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)			
Page 66	H	H	R	<ol style="list-style-type: none"> FCC Housing Benefit Service proactively uses Discretionary Housing Payments (DHP) to assist households at risk of homelessness. DWP have introduced positive changes to improve the processes for UC claims from social housing tenants to help prevent rent arrears accruing whilst a tenant is supported to adjust to the new way within which they have to manage their household budget. The WRRRT's early intervention of help and support to households generating positive results. 	M	M	A	<ol style="list-style-type: none"> FCC to work with the DWP to ensure private landlords receive similar support to that provided to social landlords when a private sector tenant claims UC. FCC is part of an all Wales project reviewing the DHP scheme with the aim of ensuring efficient use of the DHP budget over the longer term. FCC Housing Service to develop measures to support wider group of tenants to ensure the impact upon the Housing Revenue Account, created by the ongoing reform of the social security system, continues to be successfully mitigated in the years ahead. 	Chief Officer Community & Enterprise	↓	M	M	A	Jun 2014

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	Target Date	
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)		
Page 67	M	M	A	<ol style="list-style-type: none"> FCC providing services to help Flintshire households maximise their income through accessing social security benefits & managing their financial commitments. FCC funding a personal budgeting support service delivered by the CAB, for UC claimants who experience problems managing their household budget. 	M	M	A	<ol style="list-style-type: none"> FCC to forecast the projected impacts of future changes to social security legislation upon residents, service users, service providers, local businesses. 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 transformation of the social security system. Initiatives to be developed & implemented to support working households, particularly containing children, who are now seeing their income fall because of the welfare reforms. 	Chief Officer Community & Enterprise	↔	M	M	A	Apr 2014

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	Target Date
(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 post to collate & disseminate management information on UC.	L	L	G	1. From February 2015, the DWP are proposing to accelerate the roll out of UC throughout the whole of the United Kingdom .To support the expansion, the DWP will fund local delivery partnerships 2. Flintshire’s Tackling Poverty Partnership to lead the development of a strategic approach to improving financial literacy and capability within all households impacted by the transformation of the social security system.	Chief Officer Community & Environment	↔	L	L	G	Jun 2014

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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Chief Officers in post and settled in to new roles. Reviewing portfolio structures to support chief officers; Social Services, Planning & Environment and Transportation and Streetscene as revised structures have been endorsed by Cabinet with Social Services close to full implementation.

Transitional risk register monitored regularly by the Chief Executive. Risks effectively managed to plan to date. No discernable direct impacts on service performance, Council governance or organisational change plans.

The benefits of the new model have been tested externally by the WAO corporate assessment with positive informal feedback; subjective feedback within the Council and from external partners has also been positive.

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	Q2 Outturn	Performance RAG	Outcome Performance Predictive RAG
Minimising service disruption and failure, which affects performance targets, during the transition phase of the new model	Chief Executive	65% Improvement plan targets met	75%	100%	58%	A	A
Overall annual efficiency savings from a combination of the achievement milestones above		N/A	£1.450m	£2.000m	£0.613m	A	A

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 has developed a new approach to business planning for the longer term that proposes 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:-

- Plan contents/proposals have been risk assessed for sensitivity of delivery. Members have been engaged in considering the Amber and Red proposals for 2015/16.
- Equality Impact Assessments have been scoped and on-going full assessments are being undertaken for all Amber and Red RAG assessments. These will be reported as part of the budget considerations.
- Decisions to support proposals in 2016/17 and beyond are being considered to reduce the impact of delay of implementation.
- A programme of consultation and engagement for service change proposals is under development
- Internal Audit have completed a review of the renewed business planning process to examine the rigour and robustness of the approach; findings generally satisfactory.
- A programme approach to the alternative delivery models has been introduced with a first phase of proposals under development alongside the business planning and budget processes.

The Amber RAG status for outcome reflects the collective concern that despite the fast pace the options may not deliver the required efficiencies in the time available due to the scale of the budget challenge.

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	Q2 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	Premature at Q2 stage pending completion of ongoing organisational change plans	N/A	N/A
Number of sustainable models agreed for transformation		N/A	Between 3 and 5	Between 3 and 5	N/A – Annual Measure	N/A	N/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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
Page 72	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 to win support for change based on evidence based models.</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	Mar' 15

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	Target Date
(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.	Chief Executive	↔	L	L	G	Mar '15

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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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An updated Medium Term Financial Plan (MTFP) is scheduled to be finalised and published in the early part of 2015 and will complement the 2015/16 budget process. The MTFP is continuously monitored to reflect current information and aligned to the budget process.

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. Progress is in line with business planning and the 2015/16 budget process.

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%	50%	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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Progress on the achievement of efficiencies is included in the monthly budget monitoring report to Cabinet and Corporate Resources Overview and Scrutiny Committee.

In relation to Corporate and Functional efficiencies it is currently projected that £8.627m will be achieved from the £8.840m included in the budget which equates to 98%. However, there is still a significant element of the Corporate Administration related efficiencies still to be identified in-year which is likely to impact on this.

In relation to Workforce Efficiencies there is currently an amount of £1.7m still to be identified in-year from the £3.1m included in the budget.

The second phase of a voluntary redundancy programme and a review of vacancies held being undertaken in conjunction with work on rebasing staffing budgets is expected to contribute to reducing these current shortfalls. The voluntary redundancy is in progress with a release of some posts in December; further voluntary redundancies will align to the business planning process.

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%	50%	A	A
Achieve 80% or more of the agreed efficiencies for Organisational Design included within the 2014/15 budget.		N/A – new measure	80%	100%	50%	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%	50%	A	A
Achieve 85% or more of the agreed efficiencies for Functional Efficiency included within 2014/15 budget.		N/A – new measure	85%	100%	50%	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 - part of Business Planning Process	N/A	N/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 - part of Business Planning Process	N/A	N/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 - part of Business Planning Process	N/A	N/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 - part of Business Planning Process	N/A	N/A

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

Provisional settlement from Welsh Government for 15/16 is 3.4% reduction, £16m budget gap. Final settlement due in December. The risk remains high.

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	Target Date
(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 timelier 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. 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	Jun 2014

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

Provisional settlement from Welsh Government for 15/16 is 3.4% reduction, £16m budget gap. Final settlement due in December. The risk remains high.

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	Target Date
(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 timelier 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. 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	June 2014

Risk to be managed – Gaining Agreement to the financial strategy

Provisional settlement from Welsh Government for 15/16 is 3.4% reduction, £16m budget gap. Final settlement due in December. The risk remains high.

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
H	H	R	Member workshops took place in Oct/Nov to consider budget position and options Ongoing detailed working with the Leadership and Cabinet. Public engagement arrangements.	M	H	R	Initial budget proposals to Cabinet in December followed by Scrutiny consideration Ongoing public engagement and consultation regarding future service provision.	Chief Executive & Corporate Finance Manager	↑	M	H	R	Oct '14

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

Progress is monitored and reported to Cabinet and Corporate Resources Overview and Scrutiny Committee monthly in the Budget Monitoring reports. It is currently projected that £0.213m of efficiencies are unlikely to be achieved, although there are risk associated with Workforce efficiencies, including Corporate Administration.

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	Target Date
(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 are reported to Members monthly in Budget Monitoring reports	M	M	A	The budget monitoring reports 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	June 2014

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Detailed ongoing monitoring and reporting of progress on all efficiencies included in the budget are reported to Members monthly in Budget Monitoring reports</p> <p>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.</p>	M	M	A	<p>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.</p> <p>Ongoing public engagement and consultation regarding future service provision.</p>	Chief Executive & Corporate Finance Manager	↓	M	M	A	June 2014

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)		
H	H	R	Planned during 2014/15	M	M	A	<p>Develop Corporate Fees and Charges policy.</p> <p>Fees and Charges are being challenged in Business Planning process.</p> <p>Cabinet and Scrutiny consideration.</p> <p>Fees and Charges increases in targeted areas as part of 2015/16 and beyond budget.</p>	Corporate Finance Manager	↓	M	M	A	Oct 2014

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 recent 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. With regard to the National Procurement Service (NPS), due to their delays in tendering for a range of framework agreements, the estimated savings to be realised from the NPS work programme is likely to be delayed, however we should see contracts becoming available via the National Procurement Service later this year.

Based on current projections, we are confident that the efficiency targets will be met.

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.

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	£163,259	G	G

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

Progress Status

Progress RAG

G

Outcome RAG

G

The Corporate Procurement Units of Flintshire and Denbighshire Councils were merged 1st July 2014.

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 inclusion of Community Benefits clauses is mandatory for projects above £2m as per our Contract Procedure Rules (CPR's). Relevant recent projects such as the Strategic Housing and Regeneration Programme (SHARP) have community benefits clauses incorporated into the tender and the contract.

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	Use of Corporate frameworks is now mandatory as per the new CPR's. The use of Value Wales and Welsh Purchasing Consortium framework agreements continues in advance of National Procurement Service (NPS) arrangements coming on stream. 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 operational.	M	M	A	There are numerous collaborative tender processes currently being undertaken that will deliver the required efficiencies in the Q3/ Q4. The savings realised from these should cover any slippage from national arrangements.	Chief Officer - Governance	↔	L	M	G	Apr 15

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
M	M	A	New Contract Procedure Rules (CPR's) are in place since October 2013 which mandates standard processes and use of systems. 300+ officers have received new CPR awareness training.	M	M	A	On-going monitoring of compliance with CPR's. Compliance checks to be undertaken by Corporate Procurement Unit and Internal Audit.	Chief Officer - Governance	↑	L	L	G	Apr 15

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	Target Date
(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.	Chief Officer - Governance	↓	L	L	G	Apr 15

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	G	Outcome RAG	G
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Progress in relation to this improvement priority has been made in a number of areas and the organisation is far more aware of the benefits on need to adopt New Ways of Working (NWOW).

The Electronic Data Management (EDM) Programme of work is progressing extremely well. It may not always appear to be as there are some significant challenges, particularly around system integration. This issue is not confined to Flintshire County Council and is a challenge for many organisations.

Our decant planning around service moves continues as we seek to move more teams to NWOW. As part of accommodation consolidation we are currently working on plans to decant phase four of the Mold Campus. Services will be consolidated into phases one to three.

We have been developing and refreshing our Community Asset Transfer information and launched this new pack on the 3rd November 2014. This seeks to engage local communities in the management and running of local assets creating increased opportunities to develop such facilities for wider community use and ownership.

- 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

Improvement Plan Progress
November 2014

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%	Annual return	NA	NA
CAM/001b (ii) - Percentage of the total value of required maintenance to Priority 2 (Essential) Works		39.5%	42%	46%	Annual return	NA	NA
CAM/001b (iii) - Percentage of the total value of required maintenance to Priority 3 (Desirable) Works		59.1%	56.4%	52%	Annual return	NA	NA
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 Officer Organisational Change	N/A – new measure	10%	30%	12%	G	G
Reduction in other operational assets (square meters) excluding schools		N/A – new measure	2%	5%	4.24%	G	G
Number of assets transferred to the community through Community Asset Transfer or other mechanism		2	2 - 4	8 - 10	2	G	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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>We continue to move services to web based transactions and other modes of channel shift which will reduce the reliance on face to face and telephone services for our services reducing transaction costs and providing core face to face services through our Connects facilities.</p> <p>We are reviewing the use of some of the buildings within Mold Campus site as part of the current business planning and budget process.</p>	L	L	G	<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. In addition to the above our website has been refreshed so as to make this more attractive and welcoming to users and promote increased web transactional activity.</p>	Chief Officer Organisational Change	↔	L	L	G	Jun '14

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	Target Date	
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)		
							<p>Work will continue around the exploration and potential closure of phase four County Hall and a review is currently underway relation to the future use of the old reference library.</p> <p>We are rolling out our refreshed Community Asset Transfer pack on the 3rd November 2013.</p>							

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	Target Date
(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	Apr '14

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>Engagement with Managers and their teams continues. And we are working with them to increase the level levels of agile working through the provision of new hardware (primarily laptop computers) and software (running these systems through Citrix) to facilitate and support remote access.</p> <p>Document management has made good progress linked to and supporting new ways of working.</p>	L	M	G	<p>Work continues towards a decant of phase 4. Detailed project plan being developed.</p> <p>We will be considering how best to manage document storage on the basis that the storage of such documents will move from essentially hard copy paperwork to electronic media.</p>	Chief Office Organisational Change	↔	L	M	G	Jun '14

APPENDIX 6

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: The 3 established Flintshire Connects Centres are becoming increasingly busy as customers become familiar with their existence and the range of services provided. The footfall is greater than ever anticipated and the range of services delivered is continually increasing.

Flintshire Connects now deals with the whole service relating to the issue of Blue Badges and has implemented a new Welsh Government assessment toolkit.

A full triage service for supporting people is now delivered from all Connects Centres which has helped improve access to this service beyond the Flint Office. This includes information relating to Welfare Rights and homelessness.

A plan for services that will be considered for transfer to Connects has been developed and agreed by Chief Officers.

Regular customer satisfaction surveys will be conducted for two weeks in every quarter. Owing to some planned changes during the current quarter a customer satisfaction survey was not conducted. The next one is scheduled for qtr 3.

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	23,240	G	G
Range of services provided		Holywell only = 36	36	36	36	G	G
IPME6M3 - Customer satisfaction rating		Holywell only = 100% based on verbal feedback	90%	90%	93% (as qtr 1)	G	G

2. Review and improve our Customer Service Standards.

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

Progress status:
A revised Customer Services Policy has been approved by Chief Officers and will now be referred to Scrutiny Committee prior to formal public consultation. Performance will be measured against the standards included in the revised policy. There has been a drop in performance and with the exception of two portfolios closely missing the target (Organisational Change and Social Services 83.33%), portfolios did not achieve the performance target of 84% of complaints responded to within 10 working days. Following a review of the complaints database, unnecessary delays such as passing a complaint from one officer to another or simply not updating customers on the action taken to resolve concerns has led to delays and targets being missed. The Customer Services Team will ensure that complaints are recorded and allocated to service managers going forward (not Contact Officers) and for the team to closely monitor performance daily and where a delay is envisaged to issue a holding response. The CCC policy is being reviewed and subject to agreement, the role of Contact Officer will cease providing Customer Services with better control of complaints to include allocation to the correct officer, monitoring of timescales, quality of response and recording 'lessons learnt'.

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%	58.64%	R	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
------------------------	---------------------	----------	--------------------	----------

A new look site was launched in September to take account of customer feedback and examples of good practice from other council websites. Work has also been done to improve the website content making it customer focussed, clear and informative. Each page includes a link to a feedback form for customers which will help improve the sites based on their needs and experiences. SOCITM has recently re-introduced the customer satisfaction rating survey and we will be able to report against this starting in qtr 3. On line e-forms have been launched on the new website allowing customers to 'self-serve'. Some of these forms are fully integrated with back office systems which allows for a speedy response time. Services that are suitable for digital development have been identified and will be rolled out as resources allow. There continues to be an increase in the number of mobile app registrations and a subsequent rise in customer enquiries via this channel. It should be noted that we can only report on the number of registrations and that the number of people who have actually downloaded the app is likely to be higher but we can only report on registrations i.e. it does not include anonymous users. Twitter has become increasingly useful for communicating with customers. Flintshire now has over 7,000 followers of its main Twitter account and is becoming an important communication tool.

- 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	642,561	A	A
IPME6M5a - Customer feedback: satisfied with visit to website *		Not Available	80%	85%	N/A	N/A	N/A
IPME6M6 - Take-up of Flintshire's Mobile App		293	200	200	586	G	G
IPME6M5b - Customer feedback: successfully found what they were looking for *		Not Available	80%	85%	N/A	N/A	N/A
IPME6M7 - No. of enquiries received via the mobile app		393	150	150	1060	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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
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 survey conducted for two weeks each quarter. 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. Plan agreed by Chief Officers to roll out services to Flintshire Connects. 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. Ongoing learning from customer feedback. 	Chief Officer, Community & Enterprise	↓	L	L	G	Sept 2013

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	Target Date
(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 Enable customer feedback 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. Customer feedback form included on all web pages continues to be monitored. Providing equal access to Flintshire Website through desktop and mobile devices. Flintshire Connects staff to encourage customers to access services on line. On-going use of social media (Twitter) to publicise information. 	Chief Officer, Community and Enterprise	↓	L	L	G	Sept 2013

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Customer Satisfaction Survey undertaken in each Flintshire Connects centre. 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	Dec 2013

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	Target Date
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> • Customer Satisfaction surveys conducted at each Connects Centre • 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	G	<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 • Increase in transactional services available on website. 	Chief Officer, Community & Enterprise	↓	L	L	G	Sept 2014

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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.				

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

<p>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.</p> <ul style="list-style-type: none"> • Discussions have commenced with union representatives regarding a revised, shorter approach to job evaluation post single status. This will focus upon early organisation change discussions involving a representative team from employees, HR and managers in the design of the structure followed by job design using the GLPC scheme and completed by Organisation Design Officers. The aim is to have these discussions concluded by December 2014. • A target date of January 2015 has been set for the roll out and implementation of a competency based appraisal scheme initially for Senior Managers. A detailed project plan will be developed in November 2014. • A Flexible Hours Scheme and Agile Working policy has been agreed with Members, implementation is being planned with a target roll out of December 2014. 				
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2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.

The target date of January 2015 has been set for the roll out of competency based appraisal for Senior Managers. Discussions will be held in November 2014 to ensure that appraisals will include talent management, succession planning, learning and skills identification, and core objectives for Managers.

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.

Work has commenced on the review of the current Attendance Management Policy. Following initial consultations with key stakeholders, a scoping document has been developed and includes the following recommendations be included in any revised policy:

- Clearer, more explicit responsibilities for Managers and employees.
- A simplified and explicit process for managing unacceptable attendance.
- The introduction of some additional levels of sanction in process.
- The development of a “Case Management Approach” for employees who are absent long term or have recurrent short term absence with Managers, HR and OH working more closely together to develop actionable return to work plans with employees.
- The introduction of a more robust Medical Redeployment Process.
- More clarification around Injury at work arrangements, sick pay and the Ill Health Retirement Process.

4. Implement the new pay model as part of Single Status and address any on-going Equal Pay liabilities.

- Single Status went ‘live’ in June 2014. There followed a period of appeals and maintenance, results of appeals and maintenance have now been released and the next stage of concluding appeals on the maintenance results is underway. A final date of 31 October for completed appeals documentation has been issued. A target date of December 2014 has been set for completion of all appeals.
- There is an ongoing requirement for all non issued claimants to sign COT3 agreements relating to Single Status and waiving the right to bring an equal pay claim. In November 2014 COT3 signing will take place for all Issued Claims and settlements will be made.

- The first Single Status Governance Team meeting has taken place in October 2014, the second will follow in January 2015 and every six months thereafter.

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 January 2015 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 January 2015 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	9.71 days/shifts	A	A
REM3 - Increase the percentage of employees receiving an annual appraisal with Individual Development Plan 100% (please see note below).		51%	90%	95%	N/A – reported annually at year end	N/A	N/A
Reduced expenditure for agency / interim workers and consultants.		£2.7m	10% reduction	10% - 15% reduction	£732k spend (1% reduction on Q2 2013/14)	A	A
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	N/A – reported annually at year end	N/A	N/A
Percentage of Flintshire County Council employees completing the supervisory and management training programmes developed with Coleg Cambria.		98%	90% - 95%	90%-95%	N/A – reported annually at year end	N/A	N/A

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	Target Date
(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	Apr 15

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	Target Date
(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	Apr 15

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	Target Date
(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	The first meeting is to be held in October 2014 and a second meeting will be held in January 2015 with an agreed approach to Management Information Required on an ongoing basis.	Chief Officer - People & Resources	→	L	L	G	Apr 15

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE**
DATE: **THURSDAY, 11 DECEMBER 2014**
REPORT BY: **CHIEF OFFICER (COMMUNITY AND ENTERPRISE)**
SUBJECT: **CUSTOMER SERVICE POLICY**

1.00 PURPOSE OF REPORT

- 1.01 Members are asked to consider the revised Customer Service Policy and support to it being issued for formal customer consultation.

2.00 BACKGROUND

- 2.01 In 2008 the Council adopted a Customer Care Policy Statement and Standards. This was implemented and has formed the basis of how the organisation deals with its customers. This now requires updating and a revised policy has been produced which has been designed in three parts which cover customer expectations, the workforce and customer services standards. A copy of the revised policy is attached in Appendix 1.
- 2.02 The revised policy outlines the Council's approach to customer service and related issues. The standards set out in this policy are the minimum that customers can expect from the Council as a starting point; individual services may produce additional service specific standards or targets that are more relevant to the services they provide or the customers they serve.

3.00 CONSIDERATIONS

- 3.01 The policy has been updated to reflect the change in the way that customers deal with the council. Over the years there has been an increase in the demand for digital access to services but the Council also recognises that many customers continue to prefer traditional methods.
- 3.02 The customer service standards have been revised and although they are similar to those in the previous policy they now demonstrate a stronger commitment rather than an aim.

4.00 RECOMMENDATIONS

- 4.01 Members are asked to consider the revised Customer Service Policy and support to it being issued for formal customer consultation.

5.00 FINANCIAL IMPLICATIONS

- 5.01 No financial implications.

6.00 ANTI POVERTY IMPACT

- 6.01 No anti-poverty impact.

7.00 ENVIRONMENTAL IMPACT

- 7.01 No environmental impact.

8.00 EQUALITIES IMPACT

- 8.01 The revised policy has been designed to be inclusive for all to ensure a consistent approach to customer service respecting individual's needs.

9.00 PERSONNEL IMPLICATIONS

- 9.01 No personnel implications.

10.00 CONSULTATION REQUIRED

- 10.01 The revised Customer Service Policy has been supported at Chief Officer Team. Consideration by Members of the Corporate Resources Overview and Scrutiny Committee is the first stage in the formal consultation process.

- 10.02 The next stage will be formal consultation with customers. This will feature as a campaign on the Council's website and will be advertised through a press release and Twitter and promoted at Flintshire Connects Centres.

11.00 CONSULTATION UNDERTAKEN

- 11.01 Supported by Chief Officer Team.

12.00 APPENDICES

12.01 Appendix 1 – Customer Service Policy

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Customer Care Policy Statement and Standards August 2008

Contact Officer: Denise Naylor
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Email: denise.naylor@flintshire.gov.uk

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Customer Service Policy

A Modern & Efficient Council: Improving Customer Service

DRAFT

Document Details	
Document Author:	Rebecca Jones Customer Services Team Leader
Document Owner:	Denise Naylor Customer Services Manager
Approved by: Date:	Cabinet
Maintenance:	Rebecca Jones Customer Services Team Leader
Distribution:	This policy will be published in full on the Council's website and InfoNet. A hard copy of this policy is also available from the Customer Services Team on request.
Review:	This policy will be reviewed alongside the Council's key priorities as set out in the Improvement Plan 2012 – 2017.

Preface

This policy consists of three parts:

Part 1

The first part of this policy is designed for customers. It advises customers what to expect when contacting Flintshire County Council and the standard of customer service they can expect to receive.

Part 2

The second part of this policy is designed for the workforce and describes how employees can contribute to delivering consistently excellent standards of customer service across all sections of our diverse community.

Part 3

The final part of this policy sets out Flintshire County Council's customer services standards which are promoted throughout the organisation e.g. at Flintshire Connects Centres, libraries, receptions, online.

Customer Service Policy - Part One

Commitment to customers

1.0 Policy Statement

Flintshire County Council is committed to ensuring that customer service excellence is an integral part of the planning, resourcing, and delivery of all services. When customers access Council services they will receive consistently excellent standards of customer service and this policy will ensure that all sections of our diverse community are able to access services. (It has been designed with the underlying principle that we are here when you need to speak to us and when you don't you can access Council services digitally 24 hours a day, 7 days a week at a time that is convenient for you.)

Whilst this policy is concerned with service standards the Council has a specific policy for dealing with compliments, concerns and complaints which is available via the website www.flintshire.gov.uk or from the Customer Services Team (contact details included in this document). The Compliments, Concerns and Complaints Policy guides customers through the processes for passing on a compliment about a service, expressing a concern or suggestion about a service and when a customer is dissatisfied with a service, the process to follow to make a complaint.

1.1 Guiding principles

When customers contact the Council, we will:

- Identify ourselves;
- Be helpful and courteous;
- Be professional and positive;
- Be well informed, so that we are able to help;
- Be effective in listening and responding;
- Be fair and support individual needs.

1.2 Why we need customer service standards

This policy outlines the Council's approach to customer service and related issues. The standards set out in this policy are the minimum that customers can expect from the Council as a starting point; individual services may produce additional service specific standards or targets that are more relevant to the services they provide or the customers they serve.

Wherever possible the Council will respond to customer enquiries at the first point of contact. Individual service areas will develop mechanisms for monitoring and reporting performance to ensure this is achieved.

Customer service standards set out the Council's expectations for its employees to ensure that the Council remains a modern and efficient customer-focussed organisation. In particular, these standards define a corporate framework for the achievement of excellent customer service which will:

- Ensure that all customers, whether they are residents or visitors receive the same consistent, high standards of customer service;
- Ensure that customer service is an integral part of the planning, resourcing, and delivery of all Council services;
- Enable the Council to achieve its corporate key priorities, as set out in the Council's Improvement Plan 2012 - 2017.

1.3 Contacting Flintshire County Council

The Council encourages customers to contact the Council through digital channels such as the website and mobile app. These access channels continue to develop, and will make contact with the Council simple and efficient. The Council recognises that digital access does

not suit everyone so customers can contact the Council through various channels.

Digital

- ✓ We will acknowledge correspondence (e.g. e-mails, website enquiries and Tweets) within 24 hours (Monday – Friday);
- ✓ We will respond to digital correspondence as quickly as possible;
- ✓ We will guarantee a response within 10 working days;
- ✓ We will respond in the language and format of the original communication

Telephone

- ✓ We will answer telephone calls within 30 seconds;
- ✓ We will deal with telephone calls in English or Welsh. Where there is no Welsh speaker available appropriate arrangements will be put in place to enable customers to deal with the Council in the Welsh language;
- ✓ We will offer access to an alternative system (e.g. language translation services) if customers have additional requirements

Face to Face

- ✓ We will greet customers within 5 minutes of their arrival at a council building / event;
- ✓ We welcome customers to speak in English or Welsh and where there is no Welsh speaker available we will make alternative arrangements.
- ✓ We will offer an appointment where this may be more appropriate, responsive or efficient;
- ✓ We will make arrangements for customers who have specific requirements e.g. interpretation service, British Sign Language.

Letter

- ✓ We will respond to letters within 10 working days of receipt;

- ✓ We will respond to the correspondence in the language of the original communication;
- ✓ We will meet the needs of customers with visual impairment, through the use of Braille, large print or other specialist services.

1.4 Measuring success

This policy is backed up by Customer Service Standards (Part Three); over time, customers will be involved in setting and monitoring these standards. The Council, will develop ways of engaging with customers and encouraging customer feedback. Performance will be monitored through self-assessment, comparison with other organisations, customer satisfaction rating and feedback and recommendations following external inspections. This wealth of customer insight will help to establish what the Council is doing well and what it can do to improve.

Reports showing performance against the targets set for each standard will be reported to the Council's Cabinet and Scrutiny Committees for their consideration.

1.5 What we expect from our customers

In times of trouble or distress, some people may act out of character when accessing Council services. There may have been upsetting or distressing circumstances leading up to a customer contacting the Council. The Council believes that all customers have the right to be heard, understood and respected. However, the Council also believes that employees have the same rights. We, therefore, expect customers to be polite and courteous in all dealings with the Council. The Council will not tolerate aggressive or abusive behaviour, unreasonable demands or unreasonable persistence; this includes any threat, abuse or harassment towards employees on social media (e.g. Facebook, Twitter) which will be reported to the police. Any threat of physical violence will always be reported to the police.

Customer Service Policy – Part 2

Guidance for our workforce

2.0 Development of the Customer Service policy

In developing the Customer Service policy the Council has sought to:

- Set standards which are user friendly, customer focused and measurable;
- Clearly state how employees should behave when dealing with customers;
- Set performance targets which can be reviewed regularly;
- Give consideration to legislation, good practice and national standards;
- Ensure employees are equipped to deliver services taking into account equality and diversity so that all members of our diverse community can access services in their preferred way e.g.
 - A service can be delivered in Welsh or English according to the customer's preference;
 - Translation/interpretation can be arranged when languages other than Welsh or English are used;
 - Customers with sensory impairments can be assisted through their chosen medium, such as Braille or British Sign Language;
 - Customers with a learning disability will be offered clear and simple advice and instructions, sensitively provided.

2.1 Customers

Our customers are all the people we come into contact with in connection with the Council's work; this includes people who live in, work in or visit the area, and people acting on behalf of people who live in the area. The customers of some services will be employees, local

businesses and partner organisations. Many customers of the Council receive their service from other providers on behalf of the Council. Where services are procured and funded by the Council, those commissioning the service must ensure that the provider can deliver customer service which is broadly in line with this policy.

2.2 What customers want

Customers access Council services through various channels including digital (e.g. website, e-mail, social media) telephone, face to face, letter, application forms, etc. Whatever the channel, customers want accessible, efficient and responsive services and the Council must strive to meet these demands. The Council, will respond to the needs of customers in terms of access and recognise that one method will not suit everyone.

Customers want their dealings with the council to be efficient and that they receive their desired outcome. To meet this the Council must attempt to deal with customer enquiries at the first point of contact and ensure mechanisms are in place for monitoring and measuring performance against desired outcomes.

2.3 Customer service and its importance

Improving customer service is a key priority for the Council and means:

- **Providing quality services in a friendly, efficient and helpful way;** we will continually strive to improve services by ensuring excellent communication and a positive attitude towards customers;
- **Treating each person as an individual** – respect for diversity and, in turn, having the flexibility to adapt behaviour and actions in a way that is appropriate for the individual;
- **Treating people with dignity, respect and courtesy;** generally customers will request a service from the Council but in some

instances the Council may need to be involved with people when this is not welcomed; in all cases, customers have a right to be treated with dignity, respect and courtesy;

- **Offering choices where possible;**
- **Giving information about what is available,** and providing an explanation if a service is not available.

2.4 General principles when dealing with customers

When dealing with customers, whether using the telephone, digital services (e.g. e-mail, Twitter, Facebook), face to face or via letter:

- Identify and address any specific requirements with sensitivity, tact and diplomacy;
- Record customer contact details accurately;
- Ensure that the nature of the customer's enquiry is understood clearly;
- Resolve enquiries at first contact where possible;
- Respond to the correspondence in English or Welsh to match the original communication;
- Keep the lines of communication open with customers and keep them informed.

2.5 Digital

- Acknowledge digital correspondence (e.g. e-mails, website enquiries and Tweets) within 24 hours (Monday – Friday);
- Respond to digital correspondence as soon as possible but no longer than 10 working days of receipt;
- Respond to the correspondence in English or Welsh to match the original communication;
- All outgoing council e-mails will include the standard bilingual signatory template giving contact details of the author;
- E-mail 'Out of Office' messages will be enabled at times of absence giving return dates and alternative contact details;

- Encourage customers to deal with the Council through the use of digital services.

2.6 Telephone

- Answer the telephone within 30 seconds;
- Greet the customer in a polite and courteous manner, giving your name;
- Give a bi-lingual greeting to external callers;
- Welcome customers to speak in English or Welsh and where there is no Welsh speaker available make alternative arrangements (e.g. transfer to a Welsh speaking colleague);
- Where a customer has a hearing impairment offer access to an alternative system e.g. SMS text, BT Text Relay;
- Give your full attention to the customer;
- Take ownership of the call, resolving the customer's enquiry wherever possible;
- When taking a call for a colleague, use an effective message taking system and make sure the customer is called back;
- End the call with a thank you and confirm with the customer the outcome.

2.7 Use of Voicemail

- Only use voicemail to ensure that telephone calls do not go unanswered;
- Use voicemail only for short periods or specific purposes;
- Ensure recorded messages are audible, accurate, and appropriate and where possible, provide alternative contact details;
- Give the caller an option to leave a message in English or Welsh;
- Respond to all messages within 24 hours or the next working day if the message is left over a weekend or Bank Holiday (this includes messages referred to you from colleagues);
- Regularly check for messages and update your voicemail message;

2.8 Face to Face contact – this covers personal callers with or without appointments, contact with customers at events, meetings out and about and site visits.

- Give clear instructions about the location of the face to face contact;
- Greet customers within 5 minutes of their arrival at a council building / event;
- Greet the customer in a polite and courteous manner;
- Give your full attention to the customer;
- In designated customer access areas, provide a bilingual service or clearly indicate access to a Welsh speaking colleague;
- Keep the customer informed of the length of time they are likely to wait to see the person they need;
- Offer an appointment where this may be more appropriate, responsive or efficient;
- When a customer has specific requirements, find out what they need and aim to provide it;
- When a customer needs to communicate in a language other than English or Welsh, make arrangements to provide an interpretation service;
- When discussing personal information, always arrange to do so in a confidential environment.

2.9 Personal calls to customers – this covers visits to customers' homes / properties.

- Wherever possible or appropriate make visits by prior arrangement with the customer, clearly stating the purpose of the visit;
- Keep customers informed of any changes to the visit arrangements;
- Establish the customer's language, communication and other specific requirements prior to the visit and make arrangements to meet these;

- Carry your identify card at all times and show it to each customer before entering the property;
- Encourage customers to check your identity with the Council, for example by telephoning;
- Follow policies and guidelines on Lone Working for your safety;
- Use tact and courtesy as a visitor in another person's home, treating their property with respect;
- Close the visit by explaining the next steps, and leave written information where possible;
- Follow up your commitment to the customer with action.

2.10 Written communication

- Respond to all written communication within 10 working days of receipt;
- Respond to the correspondence in English or Welsh to match the original communication;
- There may be occasions when a full response cannot be given within the timescale. This is unavoidable but there is still a requirement to keep the customer informed by making contact or sending a holding response. This can give an expected date for a full response or give the reason why a full response cannot be given;
- Ensure the presentation of all written correspondence is easy to understand (plain English, Cymraeg Clir), professional and accurate;
- Include a contact name and telephone number, together with any other information needed (e.g. reference number) to assist the customer;
- Meet the needs of people with visual impairment, through the use of Braille, large print or other specialist services.

2.11 Compliments, concerns and complaints

- Be open to receiving feedback from customers and where appropriate use this feedback to improve services;
- Pass comments and suggestions on to your manager, if they may improve the service;
- Ensure compliments are recorded and shared with colleagues;
- Be aware of the Council's procedure for dealing with compliments, concerns and complaints;
- Aim to resolve all concerns raised by customers immediately and informally wherever possible;
- If informal resolution is not successful, tell the customer they can make a formal complaint, and help them to do so;
- In the case of a serious complaint, tell your manager.

2.12 Service Standards

Most Flintshire County Council services have established standards and regularly report on these. This Customer Service Policy document provides the guiding principles for setting these standards to assist in establishing a consistent approach to customer service across the organisation.

2.13 Performance Management

The delivery of excellent customer service and application of these standards rests with council employees and performance against these standards will be assessed through annual employee appraisals.

2.14 Further information

Customer Services Team, Flintshire County Council, County Hall,
Mold, Flintshire CH7 6NG.

www.flintshire.gov.uk or www.sirymfflint.gov.uk

e-mail: customerservices@flintshire.gov.uk

tel: 01352 703020

Customer Service Policy – Part 3

Customer Service Standards



Customer Service Standards; Our Commitment to You

We will:

- ✓ Identify ourselves, be helpful and courteous
- ✓ Be professional and positive
- ✓ Be well informed, so that we are able to help you
- ✓ Be effective in listening and responding to you
- ✓ Be fair and support your individual needs

We will set targets to ensure that we...

- ✓ Acknowledge digital enquiries within 24 hours*
- ✓ Answer your telephone call within 30 seconds
- ✓ Answer your query at the first point of contact and if this is not possible arrange for someone who can help to contact you promptly
- ✓ Respond to your enquiry within 10 working days of receipt

We also...

- ✓ Expect you to continue to treat our workforce with respect and consideration
- ✓ Welcome your feedback to help improve our services

*Monday – Friday

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **11TH DECEMBER 2014**

REPORT BY: **CHIEF OFFICER (PEOPLE AND RESOURCES)**

SUBJECT: **WORKFORCE INFORMATION QUARTER 1 AND 2
2014/15**

1.00 PURPOSE OF REPORT

1.01 To provide Members with an update for the first and second quarters for 2014/15. This report provides details of the following:

Headcount and Full Time Equivalent
Organisational Age Profile
Employee Turnover and Stability (Including Redundancies and Early Retirements)
Attendance (Including 100% Attendance)
Performance Appraisals and Development
Resource Management (Including Recruitment and Agency Workers)
Equality and Diversity

2.00 BACKGROUND

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

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

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

- 2.03 The dashboards created are an interim measure before the implementation of new Business Intelligence software. The software will further enhance the visualisation of data and also provide an opportunity to use interactive dashboards which will enable Members to focus in on more detailed information.

3.00 CONSIDERATIONS

3.01 Headcount and Full Time Equivalent

Voluntary Redundancy and service review schemes across the Council has meant the total headcount and full time equivalent has seen an overall decrease.

Against the quarter 1 comparative figures for last year, the full time equivalent in quarter 1 this year shows a decrease of 60 FTE within non-schools and an increase of 76 FTE within. The increase of FTE within Schools is due to the Pupil Deprivation Grant which is provided to aid learners with disadvantaged backgrounds.

For quarter 2, the full time equivalent shows a decrease in 126 FTE within non-schools and an increase of 65 FTE within Schools. These figures are also against the comparative figure for last year.

That said, cumulative figures for 2014/15 has shown an overall decrease of 169 FTE, where the non-schools show an overall decrease of 114 FTE, and Schools shows an overall decrease of 54 FTE.

As Vacancy Management remains a key priority within the Council, robust information around vacancies will be provided in future reports.

3.02 Organisational Age Profile

The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.

3.03 Employee Turnover and Stability (Including Redundancies and Early Retirements)

Early Retirements and redundancy schemes across the Council has resulted in an increase in turnover within the past year.

The Flintshire County Council cumulative turnover percentage for 2014/15 is 7.36%. This is broken down by a non-schools cumulative turnover percentage of 9.06% and a Schools percentage of 5.55%.

For the comparative figures for last year, the cumulative turnover percentage after quarter 2 was 5.58%, which shows an increase of 1.78%.

3.04 Attendance (Including 100% Attendance)

Reducing absence and improving performance is continually measured and tracked. The Flintshire County Council cumulative absence FTE days lost for 2014/15 is 9.72, which is just short of achieving our annual target of 9.60. This is broken down by non-schools cumulative FTE days lost of 12.98 and Schools FTE days lost of 7.58.

There have been good performers for low absence/high attendance across the Council. Social Services and Streetscene and Transportation continue to show higher volumes of absence. That said, there has been a significant improvement within those areas from the comparison figures for last year.

Ongoing measures are carried out to ensure that sickness levels continue to decrease.

Identifying the most common reasons will enable the appropriate measures to be taken.

3.05 Performance Appraisals and Development

The ongoing collection of Appraisals and Performance Monitoring information continues to be a high priority. This will enable more effective monitoring of potential training needs for future planning.

The Council is introducing competency based appraisals with effect from 1 January 2015, and have set specified time slots for completion of appraisals. The target for the completion of senior manager appraisals is the end of February 2015. This will enable performance in relation the undertaking of appraisals to be tracked against target completion dates in future reports.

3.06 Resource Management (Including Recruitment and Agency Workers)

The agency show figures that there has been a significant increase in hours worked for quarter 1 and 2 against the comparative figures for last year. Business Partners will continue to liaise with Service Managers to ensure that there is a reduction in the use of agency workers. The introduction of service review changes, particularly in Streetscene and Transportation, will result in a decrease in the number of agency placements we have. Otherwise, annual leave and sickness absence cover continue to be the predominant reasons for agency cover.

Recruitment and Redeployment information will be provided in future reports.

3.07 Equality and Diversity

The importance of collecting equality and diversity information remains a high priority. Data collection on protected characteristics shown on the dashboard is as follows:

Gender – 100%
Ethnicity – 67%
Sexual Orientation – 32%

Regular measures and an ongoing monitoring audit is being carried out to ensure that the data we hold is accurate. Understanding the “make up” of the Council in terms of gender, ethnicity etc. allows us to identify any inequalities and to take action to remedy these.

4.00 RECOMMENDATIONS

4.01 Member note Workforce Information Report for quarters 1 and 2.

5.00 FINANCIAL IMPLICATIONS

5.01 Increased accuracy for reporting of the employed workforce and agency workers will allow the Council to better understand and therefore both plan and manage the largest single cost of service delivery.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 None

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

- 12.01 Appendix One – Glossary of Terms
Appendix Two – Dashboard Report Quarter 1 (Non-Schools)
Appendix Three – Dashboard Report Quarter 1 (Schools)
Appendix Four – Dashboard Report Quarter 2 (Non-Schools)
Appendix Five – Dashboard Report Quarter 2 (Schools)

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

Contact Officer: Helen Stappleton
Telephone: 01352 702720
Email: helen.stappleton@flintshire.gov.uk

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WORKFORCE INFORMATION REPORT QUARTER 1 AND 2 (2014/15)

GLOSSARY OF TERMS

Headcount and FTE

This will provide information on the current levels of the Council's workforce.

Organisational Age Profile

The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.

Employee Turnover and Stability (Including Redundancies and Early Retirements)

This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable.

Attendance

Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance.

Performance Appraisals and Development

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

Resource Management

This information will include the level of recruitment activity within the Council and monitor the usage of agency workers.

Equality and Diversity

Information will be provided to implementation measure to prevent inequalities within the Council.

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CORPORATE DASHBOARD REPORTS

(NON SCHOOLS)

2014/15 - QUARTER 1

(APRIL - JUNE)

QUARTER 1 2014/15 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

3,650

2013/14 - Q1 **3,726** Decrease of 76 people (-2.0%) 2014/15 - Q1 **3,650**

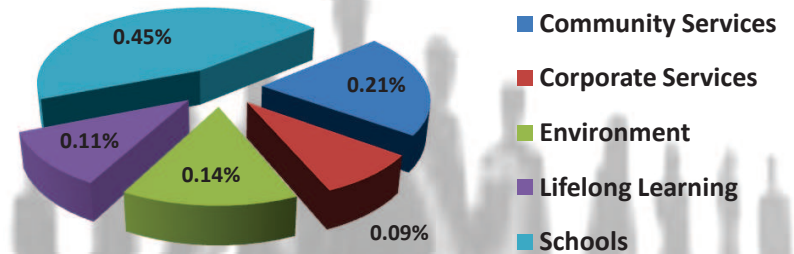
TOTAL FTE

3,026

2013/14 - Q1 **3,086** Decrease of 60 FTE (-1.9%) 2014/15 - Q1 **3,026**

FTE % BY DIRECTORATE

2014/15 - Q1



Q1 TREND

Directorate	2013/14	2014/15	Trend
Community Services	1,167	1,160	↓ 0.60%
CORPORATE SERVICES	467	474	↑ 1.50%
ENVIRONMENT	826	782	↓ 5.30%
Lifelong Learning	627	610	↓ 2.70%

QUARTER 1 2014/15 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

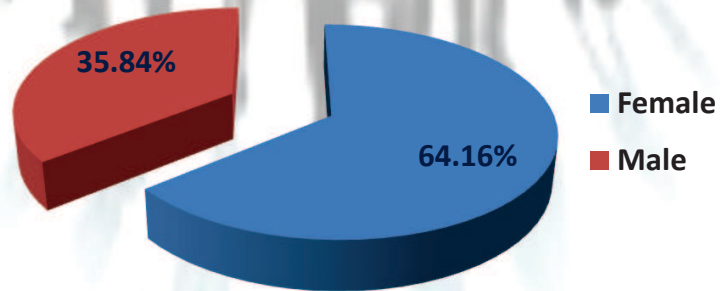
MALE

1,308
(35.84%)

FEMALE

2,342
(64.16%)

GENDER BREAKDOWN (%)



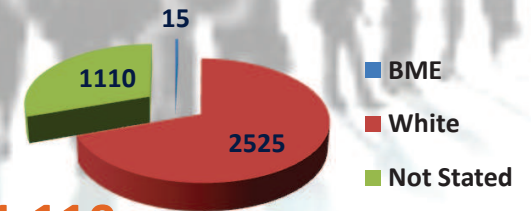
ETHNICITY

BME - 15

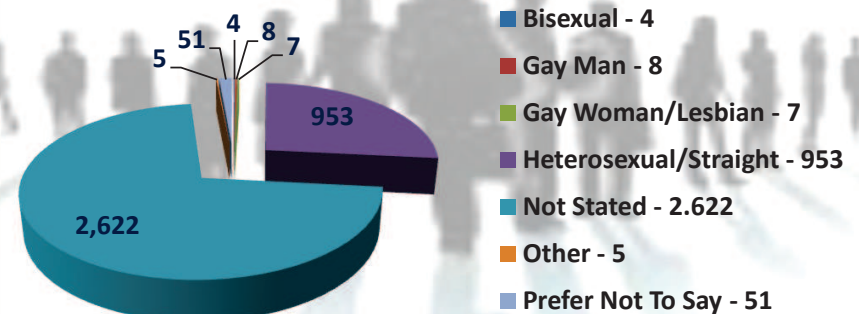
WHITE - 2,525

NOT STATED - 1,110

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION

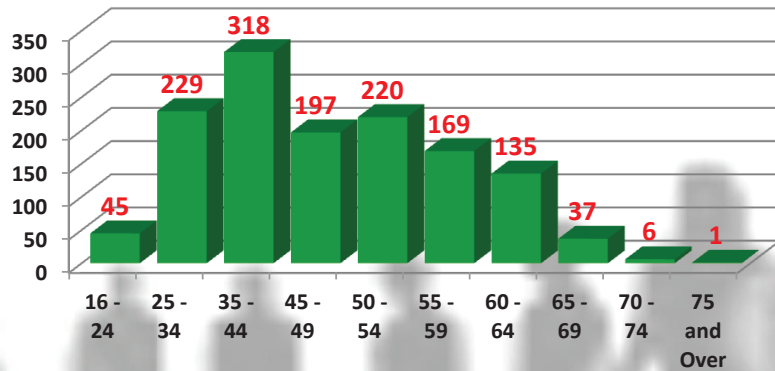


QUARTER 1 2014/15 DASHBOARD

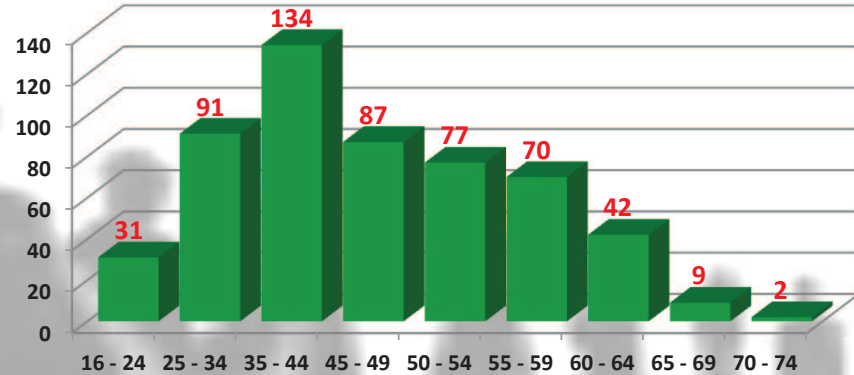
AGE PROFILE - NON-SCHOOLS

Page 146

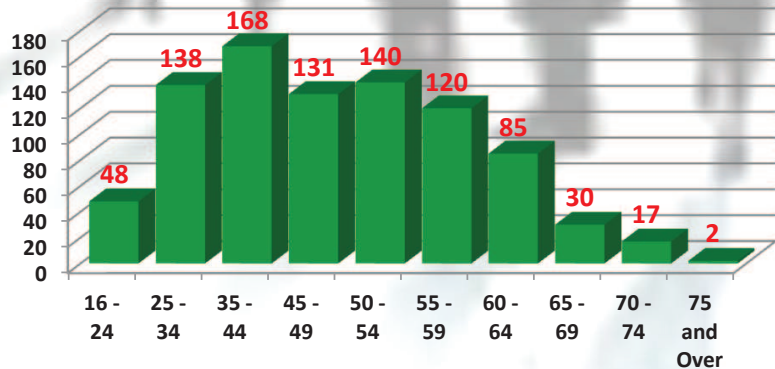
Community Services



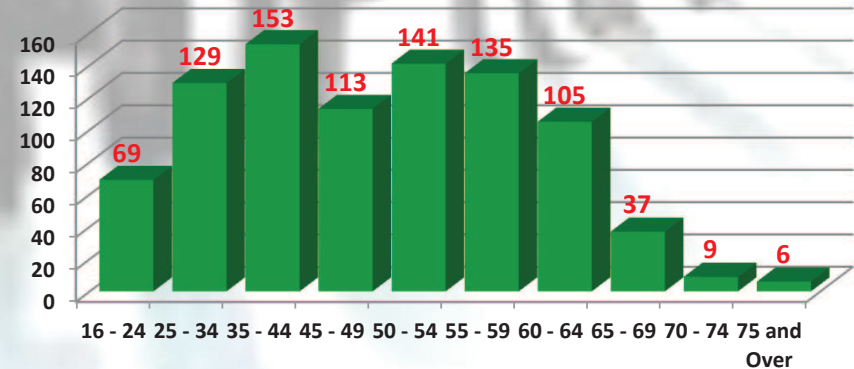
Corporate Services



Environment



Lifelong Learning



QUARTER 1 2014/15 DASHBOARD

TURNOVER AND STABILITY - NON-SCHOOLS

LEAVERS

131

TURNOVER %

3.56%

2013/14 - Q1 1.45% Increase of +2.11% 2014/15 - Q1 3.56%

TOP 3 REASONS

1. REDUNDANCY
2. PERSONAL REASONS/CAREER DEVELOPMENT
3. RETIREMENT

REDUNDANCY BREAKDOWN

VOLUNTARY

62

COMPULSORY

4

QUARTER 1 2014/15 DASHBOARD

ATTENDANCE - NON-SCHOOLS

DAYS LOST PER FTE

2.50

2013/14 - Q1

2.52

Decrease of 0.02

2014/15 - Q1

2.50

ANNUAL
TARGET

9.60

ANNUAL
FORECAST

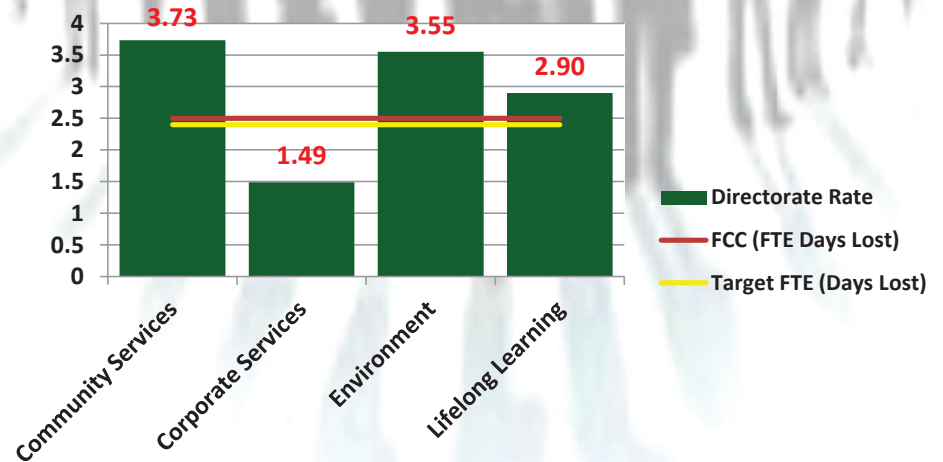
10.04

TOP 4 REASONS

1. STRESS, DEPRESSION: MENTAL HEALTH
2. MUSCULOSKELETAL
3. STOMACH, LIVER: VOMITING
4. INFECTIONS

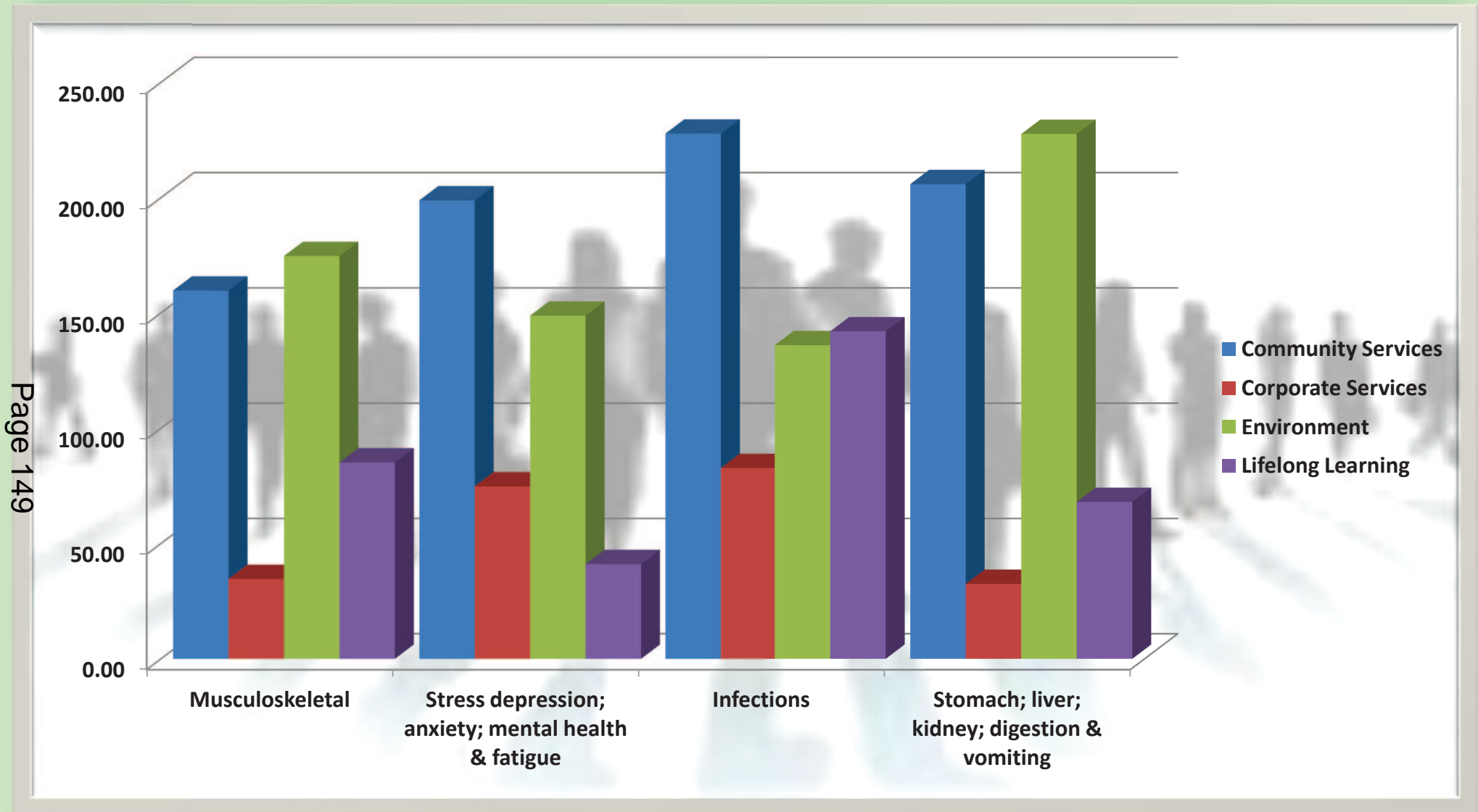
FTE DAYS LOST BY DIRECTORATE

2014/15 - Q1



QUARTER 1 2014/15 DASHBOARD

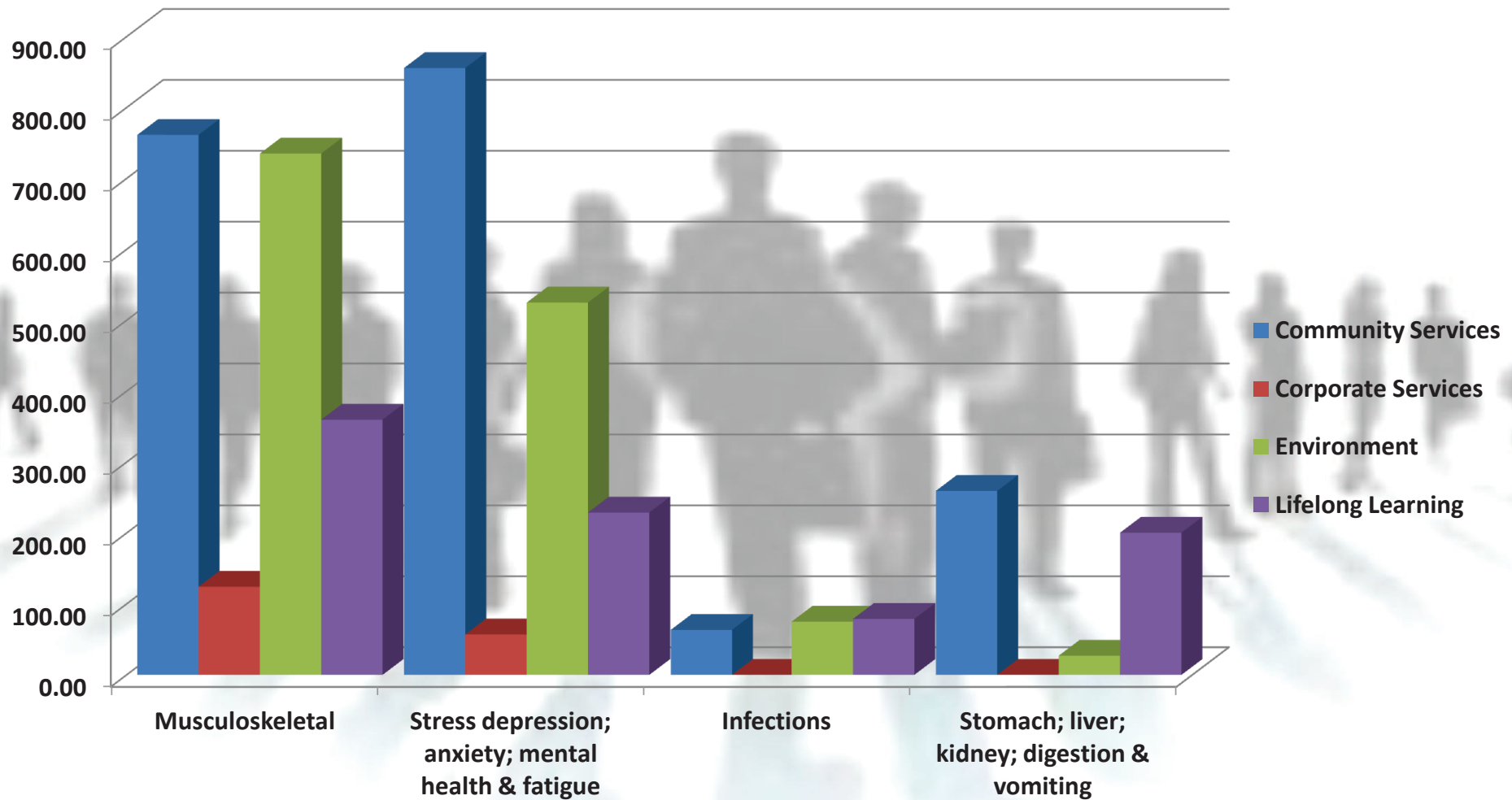
SHORT TERM ABSENCE DAYS LOST (TOP 4 REASONS) - NON-SCHOOLS



QUARTER 1 2014/15 DASHBOARD

LONG TERM ABSENCE DAYS LOST (TOP 4 REASONS) - NON-SCHOOLS

Page 150



QUARTER 1 2014/15 DASHBOARD

MANAGING RESOURCES

RECRUITMENT / REDEPLOYMENT

**DATA TO BE
PROVIDED IN
FUTURE REPORTS**

Page 151

AGENCY

Q1 - 2013/14

HOURS WORKED 32,475

**Hours worked
increases by
6,245 (+19%)**

Q1 - 2014/15

HOURS WORKED 38,720

FREQUENT SERVICE USERS

ENVIRONMENT - **26,205**

COMMUNITY SERVICES - **8,910**

QUARTER 1 2014/15 DASHBOARD

WORKFORCE DEVELOPMENT AND PERFORMANCE

DEVELOPMENT PROGRAMMES

Employees on Development Programmes



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

PERFORMANCE APPRAISALS

Flintshire County Council



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

**CORPORATE DASHBOARD
REPORTS
(SCHOOLS)
2014/15 - QUARTER 1
(APRIL-JUNE)**

QUARTER 1 2014/15 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,635

2013/14 - Q1 **3,486** Increase of 149 people (-4.3%) 2014/15 - Q1 **3,635**

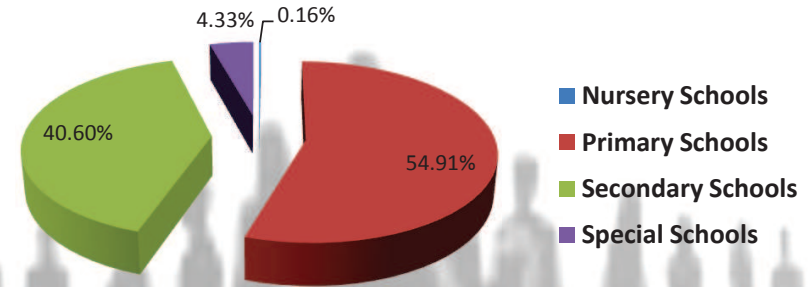
TOTAL FTE

2,473

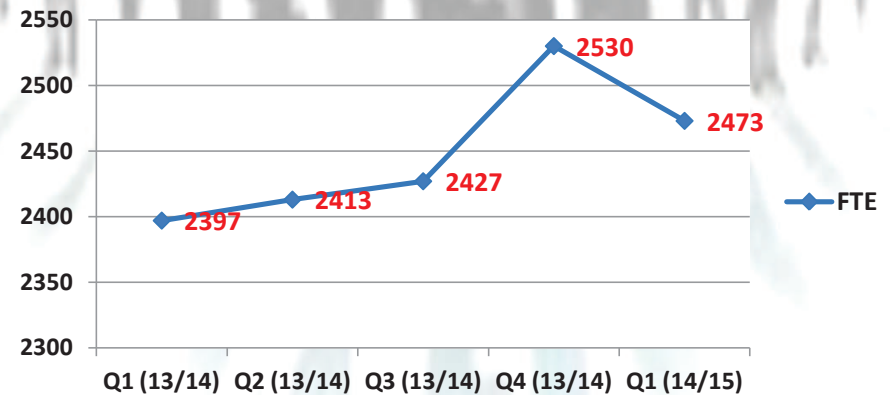
2013/14 - Q1 **2,397** Increase of 76 FTE (+3.2%) 2014/15 - Q1 **2,473**

FTE % BY DIRECTORATE

2014/15 - Q1



TOTAL FTE Q1 TREND



QUARTER 1 2014/15 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

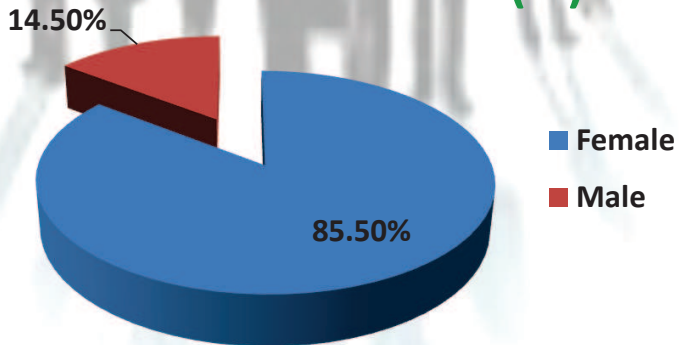
MALE

527
(15.50%)

FEMALE

3,108
(85.50%)

GENDER BREAKDOWN (%)



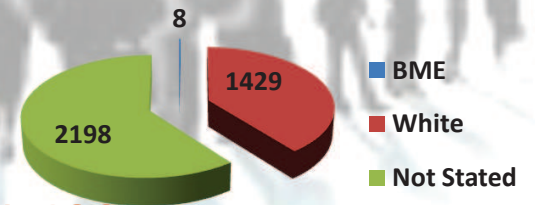
ETHNICITY

BME - 8

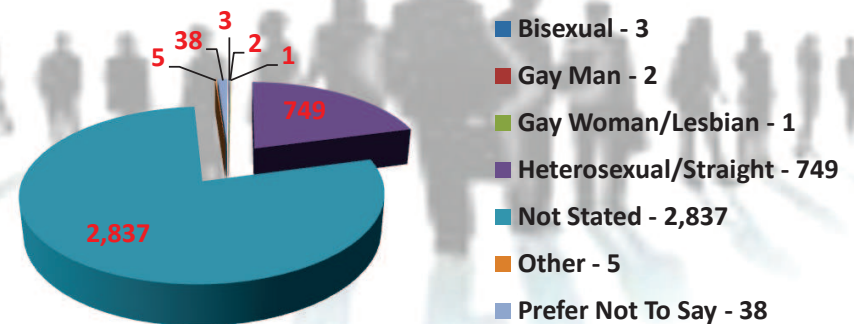
WHITE - 2,198

NOT STATED - 1,429

ETHNICITY BREAKDOWN (%)



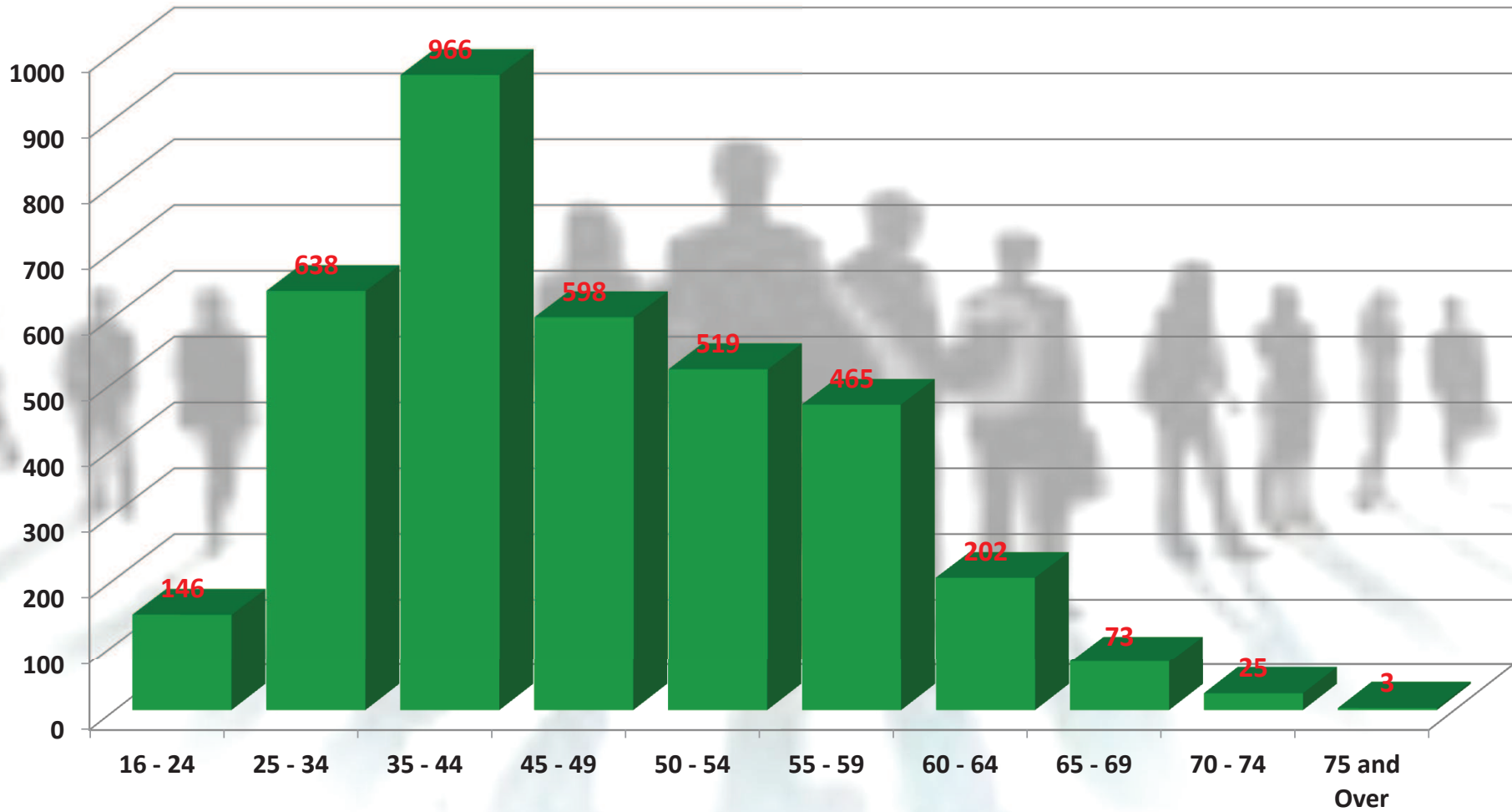
SEXUAL ORIENTATION



QUARTER 1 2014/15 DASHBOARD

AGE PROFILE - SCHOOLS

Page 156



QUARTER 1 2014/15 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

LEAVERS

52

TURNOVER %

1.43%

2013/14 - Q1 1.32% Increase of +.011% 2014/15 - Q1 1.43%

TOP 3 REASONS

1. REDUNDANCY
2. PERSONAL REASONS/CAREER DEVELOPMENT
3. RETIREMENT

REDUNDANCY BREAKDOWN

VOLUNTARY

1

COMPULSORY

2

QUARTER 1 2014/15 DASHBOARD

ATTENDANCE - SCHOOLS

DAYS LOST PER FTE

1.70

2013/14 - Q1

2.18

Decrease of 0.48

2014/15 - Q1

1.70

ANNUAL
TARGET

9.60

ANNUAL
FORECAST

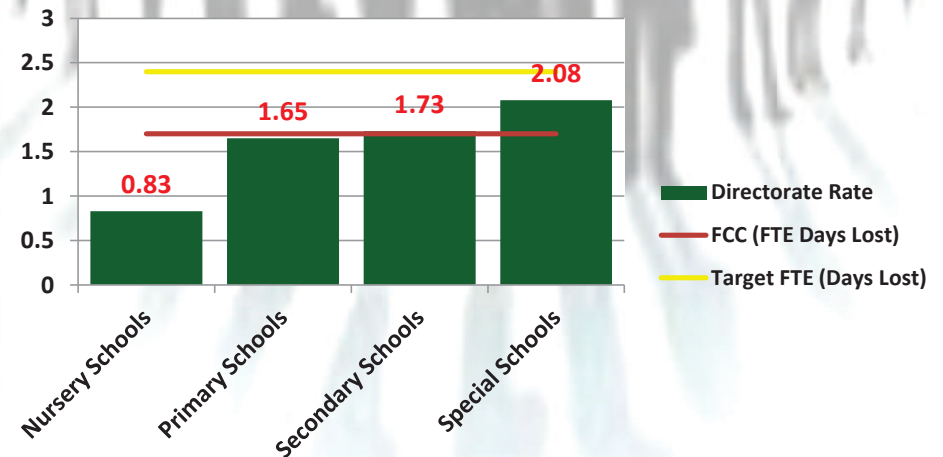
6.79

TOP 4 REASONS

1. STRESS, DEPRESSION: MENTAL HEALTH
2. MUSCULOSKELETAL
3. INFECTIONS
4. STOMACH, LIVER: VOMITING

FTE DAYS LOST BY SCHOOLS

2014/15 - Q1



QUARTER 1 2014/15 DASHBOARD

WORKFORCE DEVELOPMENT AND PERFORMANCE - SCHOOLS

DEVELOPMENT PROGRAMMES

Employees on Development Programmes



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

PERFORMANCE APPRAISALS

Flintshire County Council



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

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CORPORATE DASHBOARD REPORTS

(NON SCHOOLS)

2014/15 - QUARTER 2

(JULY - SEPTEMBER)

QUARTER 2 2014/15 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

3,668

2013/14 - Q2 3,749
2014/15 - Q2 3,668

Decrease of
81 people
(-2.2%)

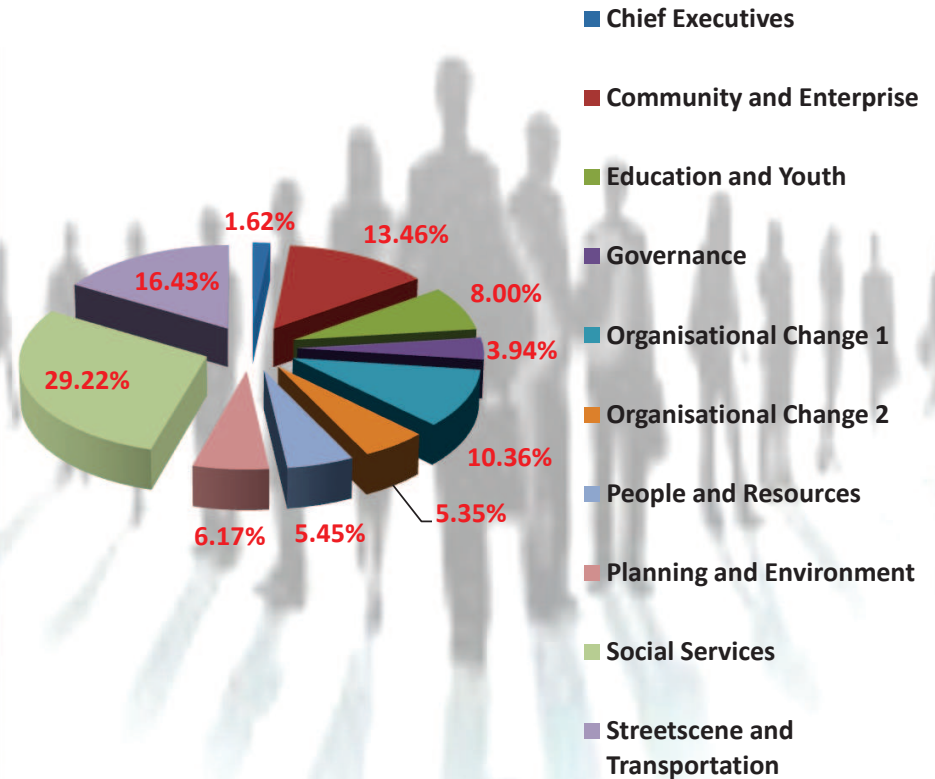
TOTAL FTE

2,972

2013/14 - Q2 3,098
2014/15 - Q2 2,972

Decrease of
126 FTE
(-4.0%)

FTE % BY DIRECTORATE



QUARTER 2 2014/15 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

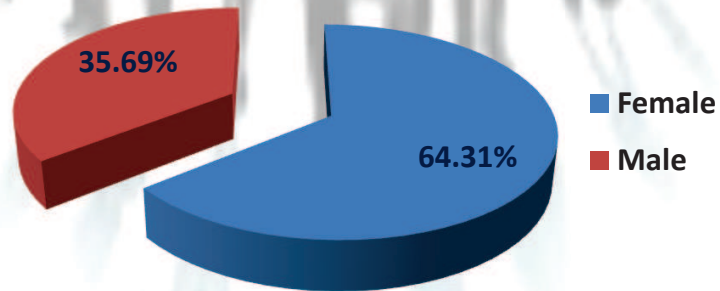
MALE

1,309
(35.69%)

FEMALE

2,359
(64.31%)

GENDER BREAKDOWN (%)



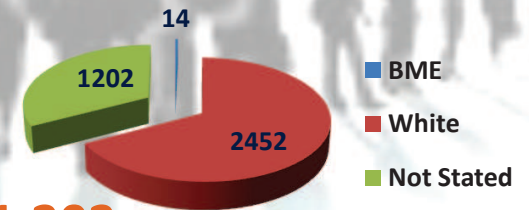
ETHNICITY

BME - 14

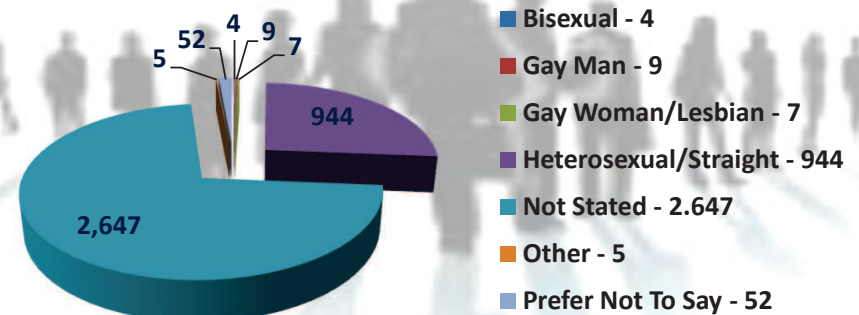
WHITE - 2,452

NOT STATED - 1,202

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION



QUARTER 2 2014/15 DASHBOARD

TURNOVER AND STABILITY - NON-SCHOOLS

LEAVERS

206

TURNOVER %

5.65%

2013/14 - Q2 4.02% Increase of +1.63% 2014/15 - Q2 5.65%

TOP 3 REASONS

1. REDUNDANCY
2. PERSONAL REASONS/CAREER DEVELOPMENT
3. RETIREMENT

REDUNDANCY BREAKDOWN

VOLUNTARY

19

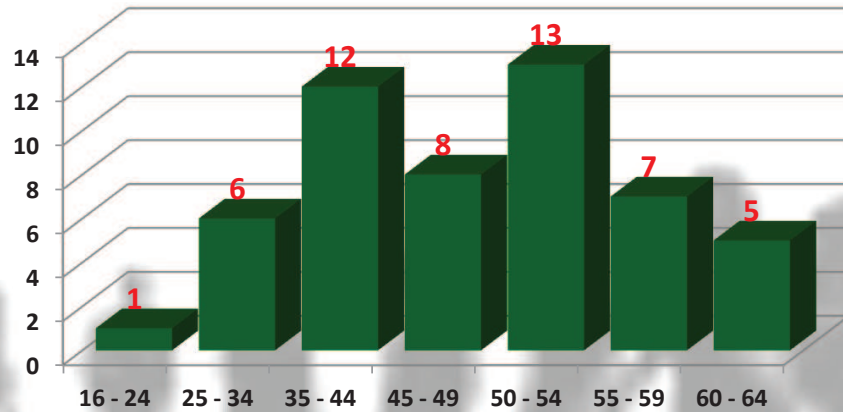
COMPULSORY

18

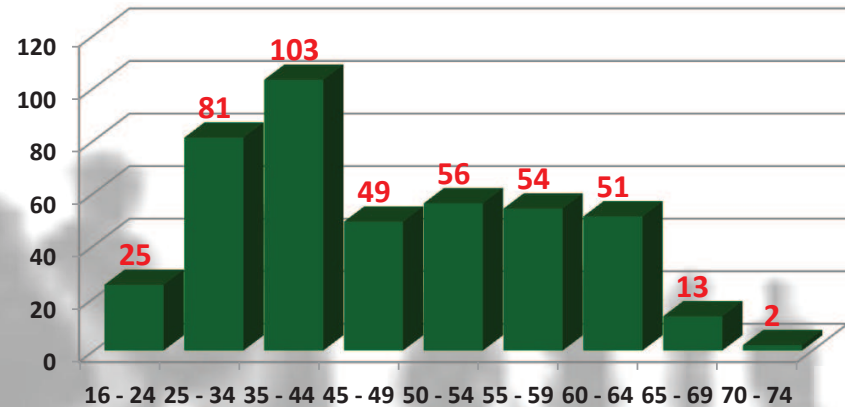
QUARTER 2 2014/15 DASHBOARD

AGE PROFILE - NON-SCHOOLS

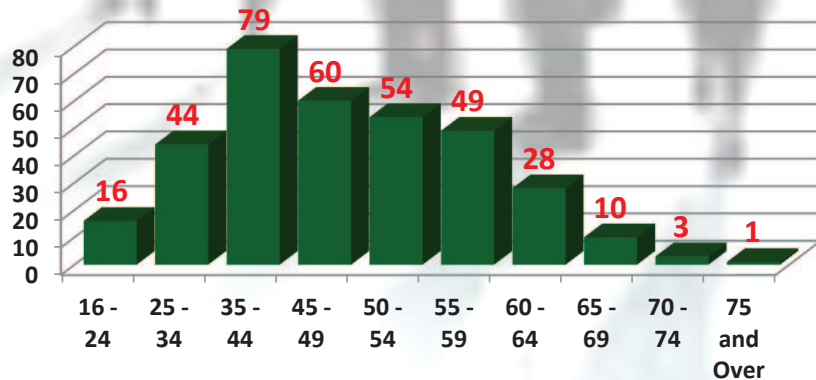
Chief Executives



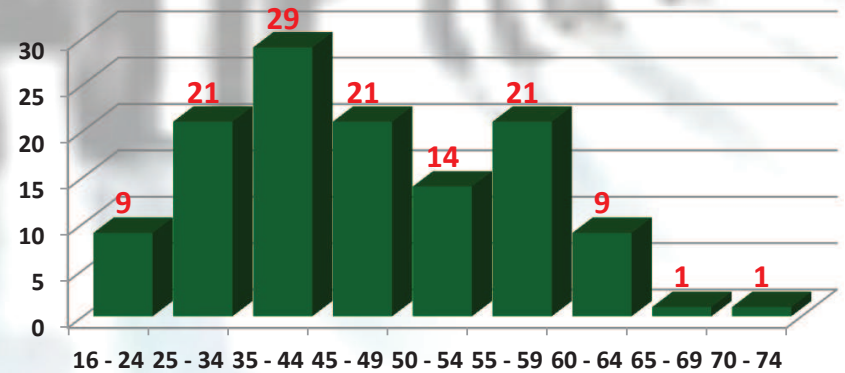
Community and Enterprise



Education and Youth



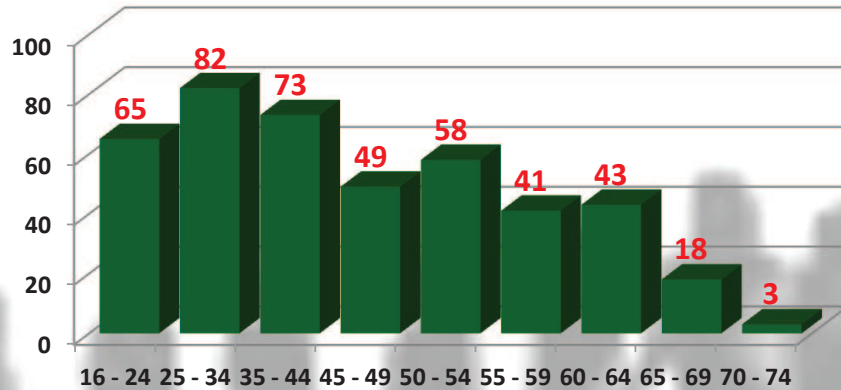
Governance



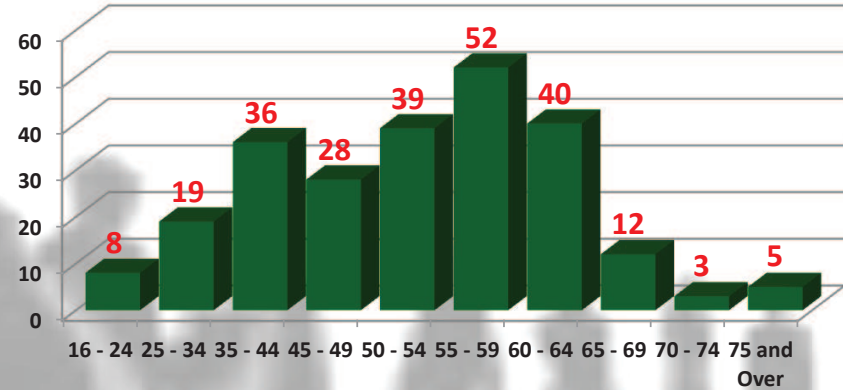
QUARTER 2 2014/15 DASHBOARD

AGE PROFILE - NON-SCHOOLS

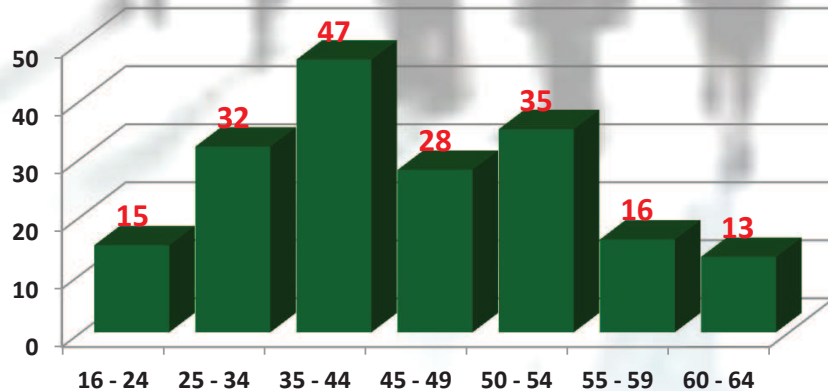
Organisational Change 1



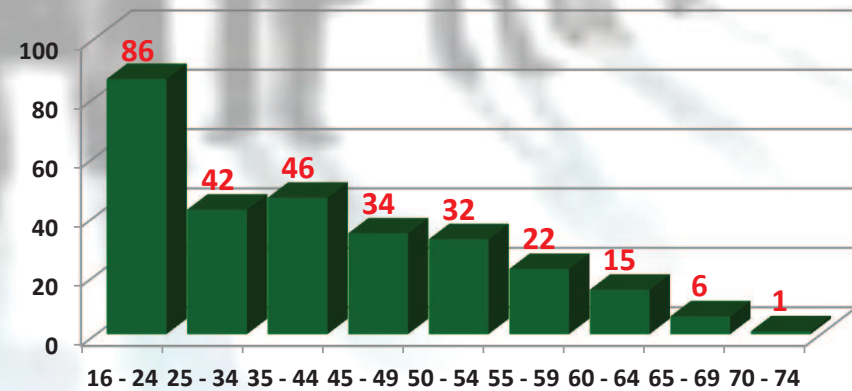
Organisational Change 2



People and Resources



Planning and Environment

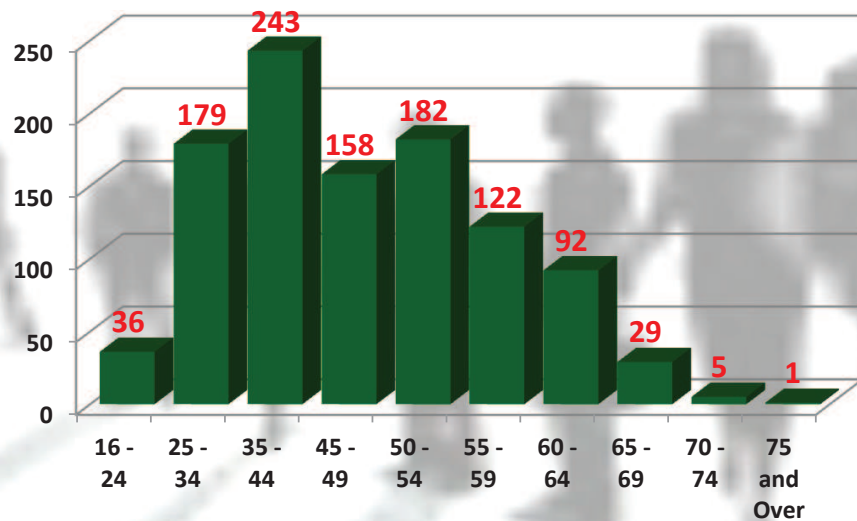


QUARTER 2 2014/15 DASHBOARD

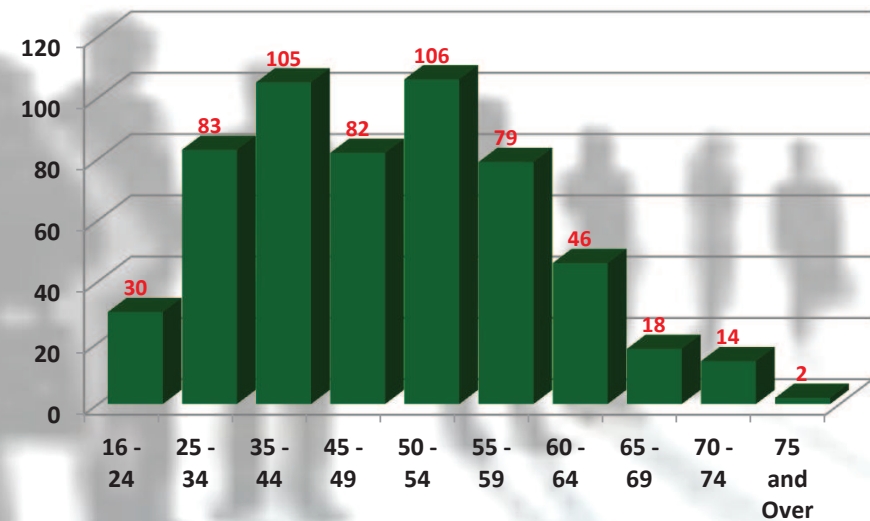
AGE PROFILE - NON-SCHOOLS

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Social Services



Streetscene and Transportation



QUARTER 2 2014/15 DASHBOARD

ATTENDANCE - NON-SCHOOLS

DAYS LOST PER FTE

2.36

2013/14 - Q2

2.05

Increase of 0.31

2014/15 - Q2

2.36

ANNUAL
TARGET

9.60

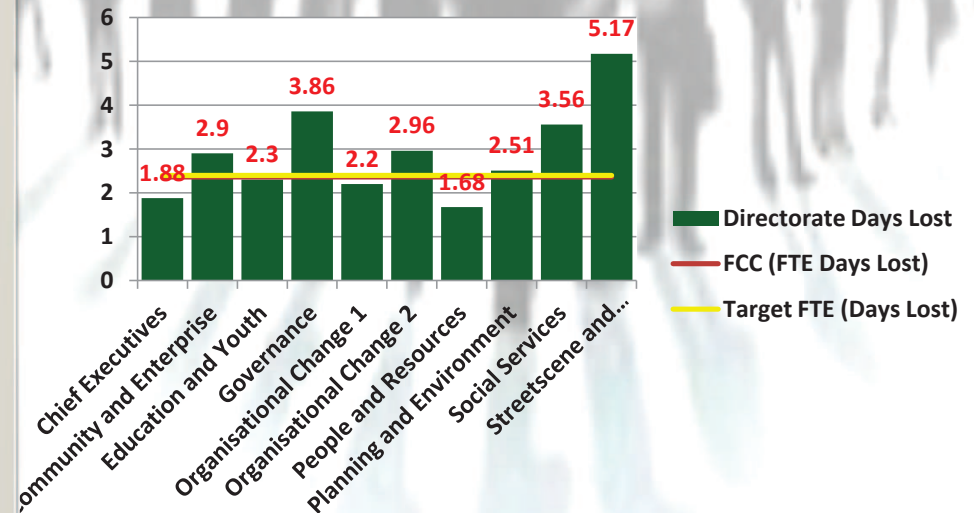
ANNUAL
FORECAST

9.73

TOP 4 REASONS

1. STRESS, DEPRESSION: MENTAL HEALTH
2. MUSCULOSKELETAL
3. STOMACH, LIVER: VOMITING
4. INFECTIONS

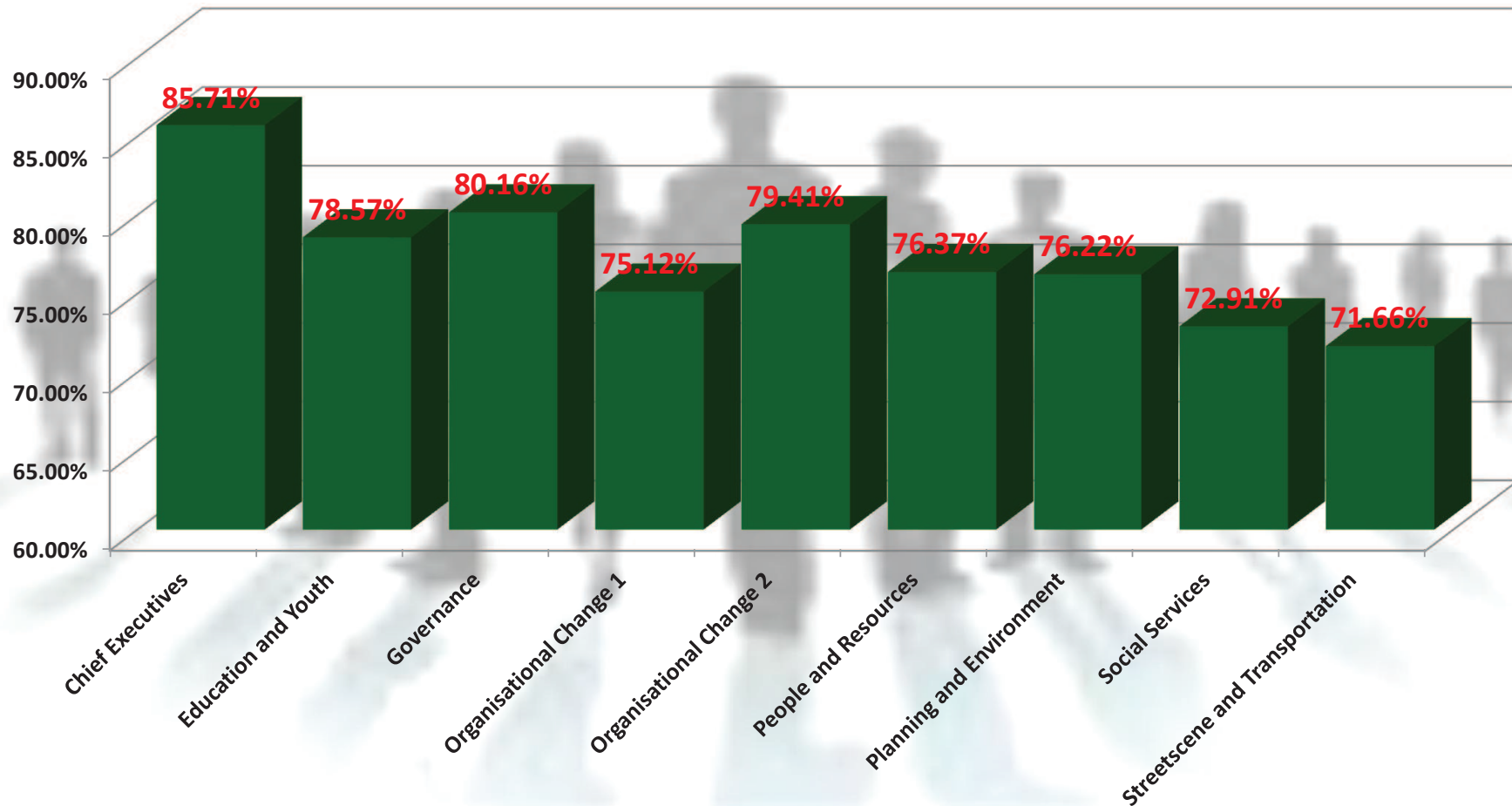
FTE DAYS LOST BY DIRECTORATE 2014/15 - Q2



QUARTER 2 2014/15 DASHBOARD

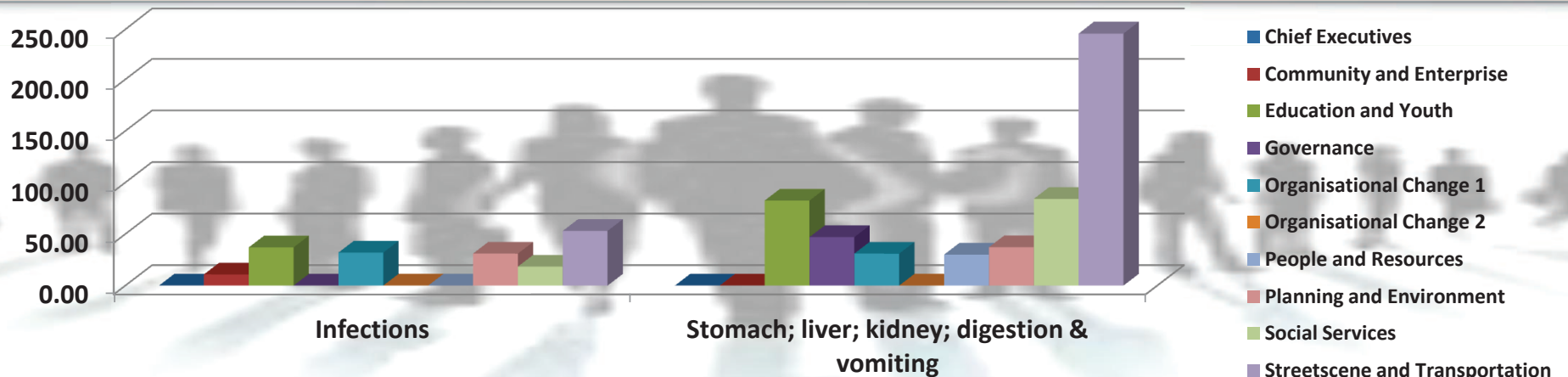
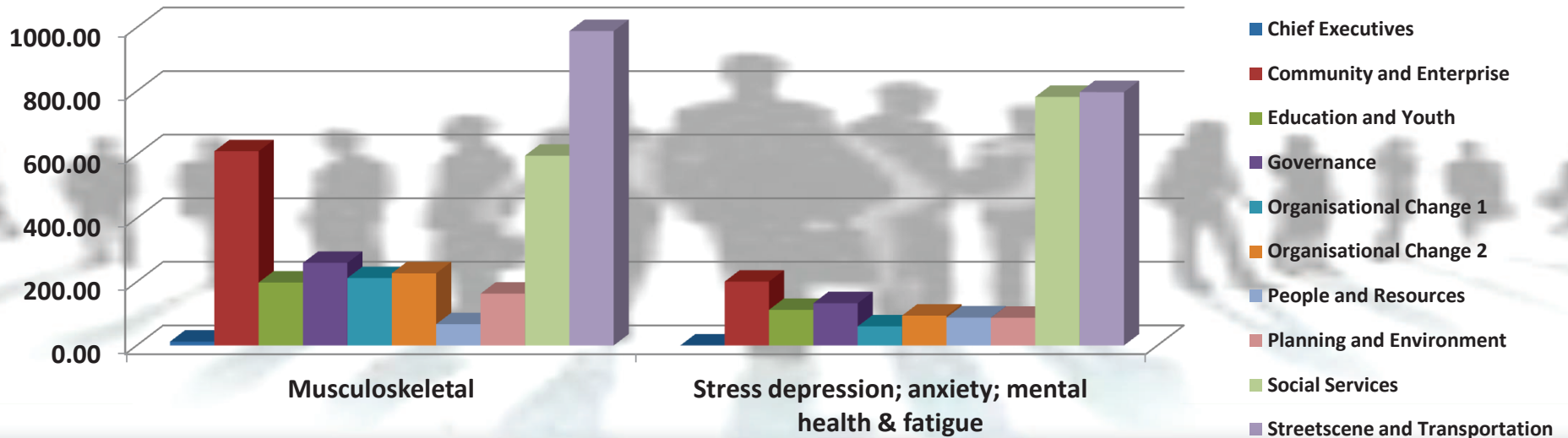
ATTENDANCE CONTINUED - NON-SCHOOLS

100% ATTENDANCE BY DIRECTORATE



QUARTER 2 2014/15 DASHBOARD

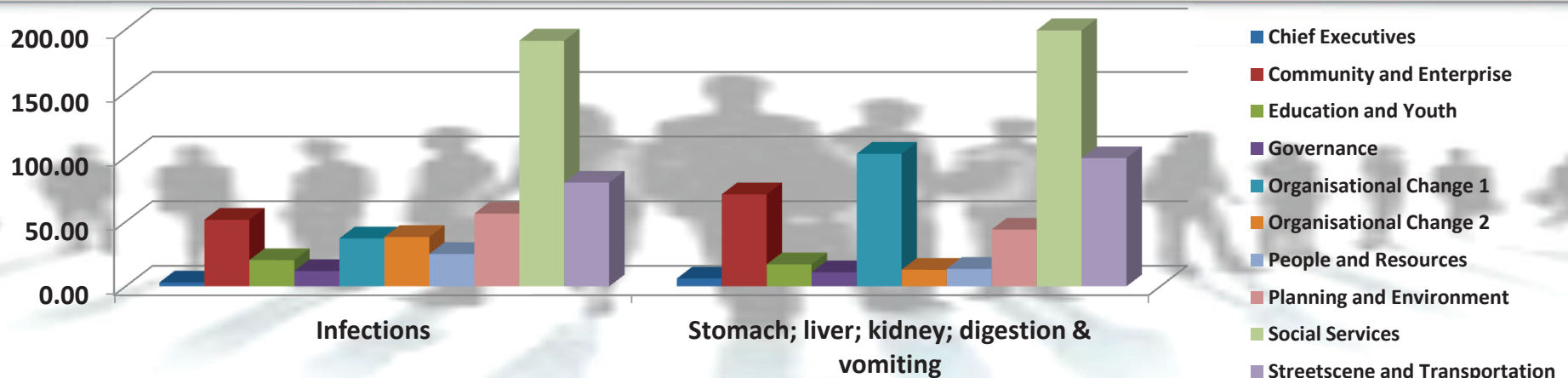
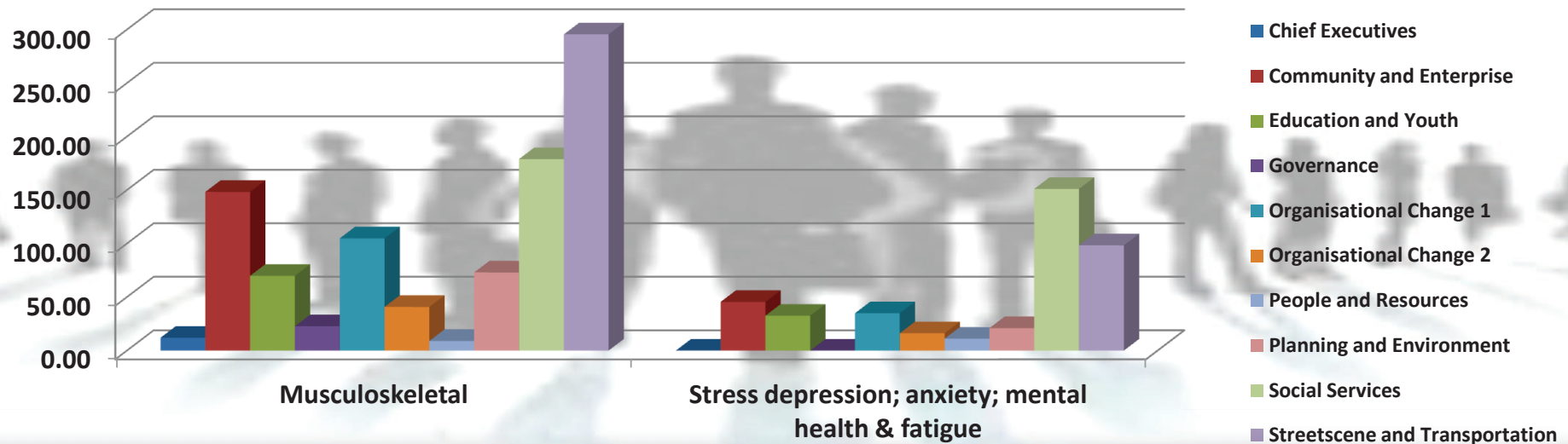
LONG TERM ABSENCE DAYS LOST (TOP 4 REASONS) - NON-SCHOOLS



QUARTER 2 2014/15 DASHBOARD

SHORT TERM ABSENCE DAYS LOST (TOP 4 REASONS) - NON-SCHOOLS

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QUARTER 2 2014/15 DASHBOARD

MANAGING RESOURCES

RECRUITMENT / REDEPLOYMENT

**DATA TO BE
PROVIDED IN
FUTURE REPORTS**

Page 172

AGENCY

Q2 - 2013/14

HOURS WORKED 50,946

Hours worked
increases by
1,019 (+2.0%)

Q2 - 2014/15

HOURS WORKED 51,965

FREQUENT SERVICE USERS

ENVIRONMENT - 35,747

COMMUNITY SERVICES - 8,599

QUARTER 2 2014/15 DASHBOARD

WORKFORCE DEVELOPMENT AND PERFORMANCE - NON-SCHOOLS

DEVELOPMENT PROGRAMMES

Employees on Development Programmes



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

PERFORMANCE APPRAISALS

Flintshire County Council



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

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**CORPORATE DASHBOARD
REPORTS
(SCHOOLS)
2014/15 - QUARTER 2
(JULY - SEPTEMBER)**

QUARTER 2 2014/15 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,645

2013/14 - Q2 **3,486** Increase of **159 people (+4.56%)** 2014/15 - Q2 **3,645**

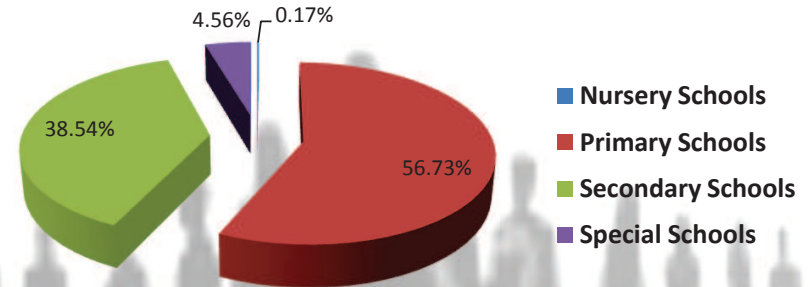
TOTAL FTE

2,478

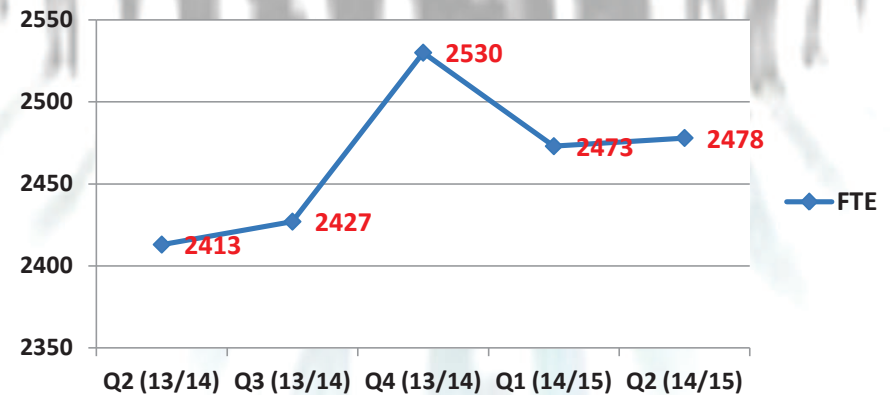
2013/14 - Q2 **2,413** Increase of **65 FTE (+2.7%)** 2014/15 - Q2 **2,478**

FTE % BY DIRECTORATE

2014/15 - Q2



TOTAL FTE Q2 TREND



QUARTER 2 2014/15 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

MALE

531

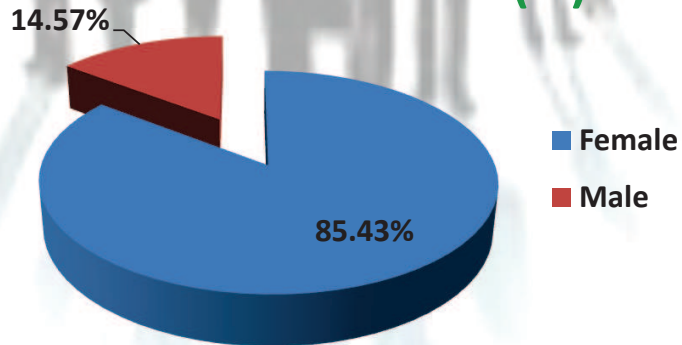
(14.57%)

FEMALE

3,114

(85.43%)

GENDER BREAKDOWN (%)



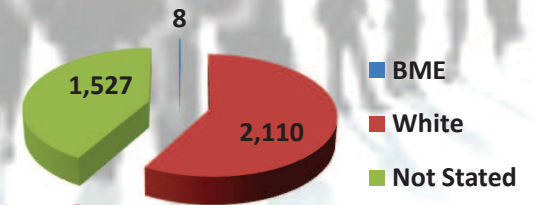
ETHNICITY

BME - 8

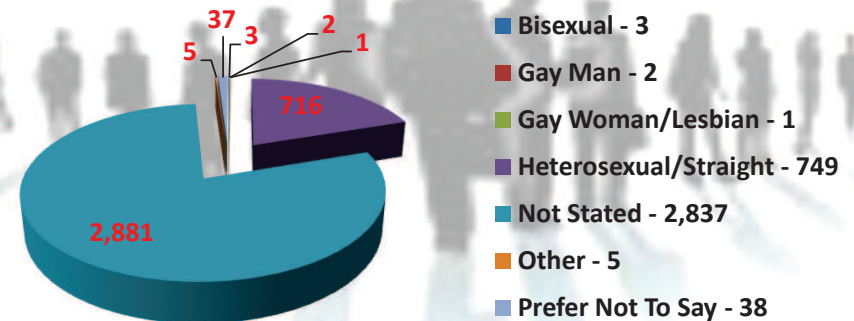
WHITE - 2,110

NOT STATED - 1,527

ETHNICITY BREAKDOWN (%)



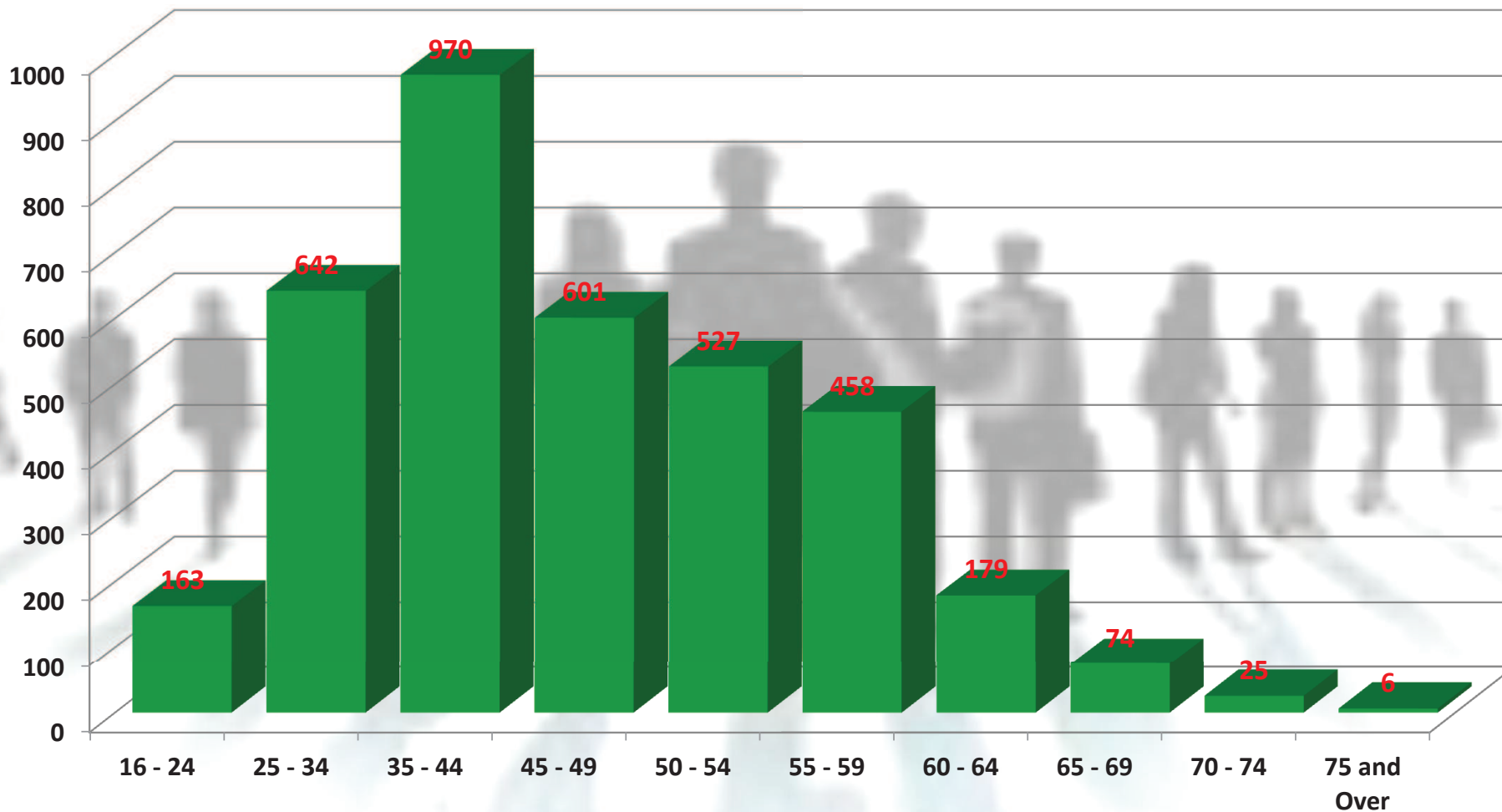
SEXUAL ORIENTATION



QUARTER 2 2014/15 DASHBOARD

AGE PROFILE - SCHOOLS

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QUARTER 2 2014/15 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

LEAVERS

151

TURNOVER %

8.29%

2013/14 - Q2 8.32% **Decrease of -0.03%** 2014/15 - Q2 8.29%

TOP 3 REASONS

1. REDUNDANCY
2. PERSONAL REASONS/CAREER DEVELOPMENT
3. RETIREMENT

REDUNDANCY BREAKDOWN

VOLUNTARY

2

COMPULSORY

21

QUARTER 2 2014/15 DASHBOARD

ATTENDANCE - SCHOOLS

DAYS LOST PER FTE

1.25

2013/14 - Q2

1.32

Decrease of 0.07

2014/15 - Q2

1.25

ANNUAL
TARGET

9.60

ANNUAL
FORECAST

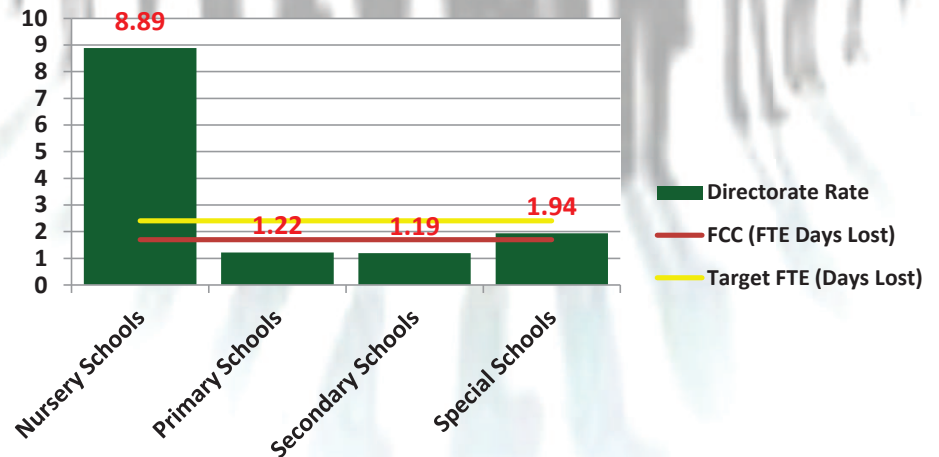
5.89

TOP 4 REASONS

1. STRESS, DEPRESSION: MENTAL HEALTH
2. MUSCULOSKELETAL
3. INFECTIONS
4. STOMACH, LIVER: VOMITING

FTE DAYS LOST BY SCHOOLS

2014/15 - Q2



QUARTER 2 2014/15 DASHBOARD

WORKFORCE DEVELOPMENT AND PERFORMANCE - NON-SCHOOLS

DEVELOPMENT PROGRAMMES

Employees on Development Programmes



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

PERFORMANCE APPRAISALS

Flintshire County Council



**DATA TO BE PROVIDED IN
FUTURE REPORTS**

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 11 DECEMBER 2014**

REPORT BY: **CHIEF OFFICER (PEOPLE AND RESOURCES)**

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 6) AND CAPITAL PROGRAMME MONITORING 2014/15 (MONTH 6)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Revenue Budget Monitoring 2014/15 (Month 6) report and the Capital Programme 2014/15 (Month 6) report.

2.00 BACKGROUND

2.01 Revenue Budget Monitoring 2014/15 (Month6)

The Revenue Budget Monitoring 2014/15 (Month 6) report will be presented to Cabinet on 16 December 2014. A copy of the report is attached as Appendix A to this report.

2.02 Capital Programme 2014/15 (Month 6)

The Capital Programme 2014/15 (Month 6) report will be presented to Cabinet on 16 December 2014. A copy of the report is attached as Appendix B 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 6) report.
Appendix B – Capital Programme 2014/15 (Month 6).

**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 DECEMBER 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 6)**

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 Housing Revenue Account based on actual income and expenditure as at month 6 and projected forward to year-end based on the most up to date information available.

INDEX OF CONTENTS

1.02	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 – Movement in Variances from Month 5
	Appendix 2	Council Fund Variance Summary
	Appendix 3	Efficiencies Summary
	Appendix 4	Movements on Council Fund Unearmarked Reserves
	Appendix 5	HRA Variance Summary

2.00 EXECUTIVE SUMMARY

- 2.01 The projected year end position, as estimated at Month 6 is as follows:

Council Fund

- Net in year non pay expenditure forecast to be £0.881m lower than budget. This does not include any potential effect of variances on pay (see paragraph 3.02)
- Projected contingency reserve balance at 31 March 2015 of £3.822m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.027m less than budget.
- Projected closing balance as at 31 March 2015 of £1.193m

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 As previously reported, following the implementation of the Single Status agreement in June 2014, extensive work has been undertaken to rebase all workforce budgets to reflect the actual new costs arising from the new pay and grading structure. Revised workforce budgets have now been allocated to portfolio areas to meet the costs of their workforce establishment (base pay, allowances and vacancies) and are in the process of being compared to total projected staff costs to the end of March. The outcome of this work will be reflected in the month 7 report.

3.03 The table below shows projected in year non pay expenditure to be £0.881m less than budget.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend	
				Month 5	Month 6
				£m	£m
Social Services	59.889	58.970	59.415	0.562	0.445
Community & Enterprise	14.368	14.036	13.554	(0.454)	(0.482)
Streetscene & Transportation	28.381	28.339	28.648	0.288	0.309
Planning & Environment	6.394	5.559	5.459	(0.038)	(0.100)
Education & Youth	97.167	96.237	96.150	(0.196)	(0.087)
People & Resources	5.395	4.975	5.013	0.031	0.038
Governance	8.821	8.389	8.650	0.219	0.261
Organisational Change	9.738	9.421	9.497	0.045	0.076
Chief Executive	2.160	3.408	3.421	0.035	0.013
Central & Corporate Finance	22.863	25.842	24.488	(1.100)	(1.354)
Total	255.176	255.176	254.295	(0.608)	(0.881)

3.04 The reasons for all movements from Month 5 are summarised in appendix 1 with the projected variances occurring for the year to date summarised within appendix 2.

3.05 Significant Budget Movement Between month 5 to month 6

There has been an increase in the Central and Corporate Finance budget of £0.207m over month 5 which is mainly due to the accounting treatment of agreed voluntary redundancies and the cost control review.

3.06 Programme of Efficiencies

Corporate and Functional Efficiencies

3.07 The 2014/15 budget contains £8.8m of specific efficiencies comprising Corporate Value for Money (VFM) on Procurement and Back to Basics of £1.3m and specific Functional VFM efficiencies of £7.5m.

3.08 The table below summarises the latest position for the achievement of these specific efficiency programmes. The analysis shows that it is currently projected that £8.597m (97%) will be achieved resulting in a net underachievement of £0.243m. This has decreased when compared with month 5, showing a reduction of £0.030m in the value of projected efficiencies. Details for the in year efficiencies currently projected to not be achieved in full are shown in appendix 3.

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	6.449	6.099	0.000
Achievable in Part	0.698	0.855	(0.193)
Not Achievable	0.050	0.000	(0.050)
Total	8.840	8.597	(0.243)

3.09 It should be noted that a significant efficiency is included within the Functional VFM targets for administrative support across the organisation, which is currently assumed as achievable. An amount of £1.1m is to be identified and it is considered unlikely that these efficiencies will be met in full within the current financial year.

Workforce Efficiencies

3.10 The 2014/15 budget also contains £3.1m of Workforce Efficiencies. There is currently £1.7m of efficiencies still to be achieved against these targets. Further explanation will be given at the meeting.

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

3.11 As with the Corporate Administration Review above, work is nearing completion on assessing the financial impact of the first and second phases of the voluntary redundancy programme combined, and an organisational review of vacancies which will provide a clear position on the likely position to the end of the financial year.

3.12 The work referred to in 3.09 and 3.11 is being done in conjunction with a review of the investment costs included in the budget for workforce 'exit' costs and it is envisaged that any shortfall in the current financial year will be at least partly offset by a reduction in these related costs.

4.00 INFLATION

4.01 Included within the 2014/15 budget are provisions for pay (£1.316m), targeted price inflation (£0.590m), non standard inflation (£0.670m) and income (£0.151m).

4.02 The amounts for non standard inflation (Fuel, Energy and Food) will be held centrally and allocated out to portfolio areas only where a funding need is evidenced. It is currently assumed that all of the allocation will be required.

5.00 MONITORING BUDGET ASSUMPTIONS AND RISKS

5.01 Existing risks

- Out of County Placements – due to volatility and unpredictable nature of service costs.
- Deprivation of Liberty Assessments (DoLs) – potential risk due to additional responsibilities of Local Authorities.
- Professional Support (Leaving Care) – due to demand led nature of the service and ongoing impact of the Southwark case.
- Former Euticals Site – risk relates to the cost of full decommissioning, decontamination and clearance of the former chemical site in Sandycroft.
- Single Persons Discount (SPD) Review – relates to a review which will take place during October, it has been predicted the number of SPD claims will be reduced.
- Schools ICT Infrastructure – due to potential change to delivery of ICT in schools.
- Winter Maintenance – due to potential for adverse weather conditions.
- Council Tax – relates to the volatility of the Council Tax Reduction Scheme and collection rates.

- Workforce Efficiencies – due to the potential for non achievement of the amounts included for Corporate Administration and other Workforce.
- Single Status – relates to the complexity and scale of rebasing workforce budgets.

5.02 Changes to previously reported risks

- Outcome Agreement Grant – Welsh Government have advised that a recommendation has been made to the Minister that this grant should be awarded in full.

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 arising from the 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 £0.696 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 6, the projected balance on the contingency reserve at 31 March 2015 is £3.822m. This is summarised in Appendix 4.

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 6 is reporting an overall projected underspend of £0.027m and a projected closing balance at Month 6 of £1.193m, which at 3.97% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 7.04 Appendix 5 details the reasons for significant variances

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)

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 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 APPENDICES EQUALITIES IMPACT

12.01 None

13.00 PERSONNEL IMPLICATIONS

13.01 None

14.00 CONSULTATION REQUIRED

14.01 None

15.00 CONSULTATION UNDERTAKEN

15.01 None

16.00 APPENDICES

Council Fund – Movement in Variances from Month 4 – Appendix 1
Council Fund – Non pay variances – Appendix 2
Council Fund – Efficiencies not fully achieved – Appendix 3
Council Fund – Movements on unearmarked reserves – Appendix 4
Housing Revenue Account Variances – Appendix 5

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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



**COUNCIL FUND - REVENUE BUDGET 2014/15
FLINTSHIRE COUNTY COUNCIL**

**Budget Monitoring (Month 6)
Summary of Movement from Month 5**

	£m	£m
Month 5		
Portfolios	0.492	
Central and Corporate Finance	(1.100)	
Variance as per Cabinet Report		(0.608)
Month 6		
Portfolios	0.473	
Central and Corporate Finance	(1.354)	
Variance as per Directorate Returns		(0.881)
Change Requiring Explanation		(0.273)
<u>Social Services</u>		
Services For Adults		
• Localities (Locality Teams) - Residential Services (-£0.147m) the movement is due to an increased income projection for free nursing care from Health Board (-£0.183m), offset by an adverse movement of (+£0.080m) on property income, and a transfer of a client to Mental Health services (-£0.044m). Domiciliary Support (Services for Older People +£0.037m) - increase in projected spend for Direct Payments due to new clients, plus net impact of movements in other minor variances of +£0.007m.	(0.103)	
• Disability Services (Resources & Regulated Services) - Increased expenditure in respect of new college intake in Community Living Resource Panel & Transition, and increase in out of county care package costs. Small increases in costs across areas. Reduction in commitments following review of expenditure to date.	0.035	
• Mental Health Services (Residential & Domiciliary) - Additional £0.156m previous year pressure for transition costs, + £0.020m inflation alongside a £0.030m commitment to the Double Click Social Enterprise initiative.	0.071	
• Other minor changes of less than £0.025m for Services for Adults.	(0.083)	
Subtotal: Services For Adults		(0.080)
Development & Resources		
• Business Services - Income charging policy cap increased from £50 to £55 plus impact of changes in charging client base.	(0.016)	
• Good Health - Increased commitment for CHC Income (£0.054m).	(0.063)	
• Other minor changes of less than £0.025m	0.027	
Subtotal: Development & Resources		(0.052)
Services For Children		
• Prevention & Support - Underspend reduced due to increase in Southwark judgement related costs.	0.040	
• Other minor changes of less than £0.025m	(0.025)	
Subtotal: Services For Children		0.015
 Total: Social Services		 (0.117)

Community & Enterprise

Customer & Housing Services	
• Estimated underspend on B&B placements and Homeless Prevention Fund income	(0.015)
• Reduced pressure on Support Services recharge due to budget realignment	(0.004)
• Other minor changes of less than £0.025m	(0.002)
Subtotal: Customer & Housing Services	(0.021)
Supporting Services	
• Other minor changes of less than £0.025m	(0.003)
Subtotal: Supporting Services	(0.003)
Regeneration	
• Other minor changes of less than £0.025m	0.006
Subtotal: Regeneration	0.006
Revenues & Benefits	
• Underspend on CTRS	(0.009)
• Surplus on CTCF	(0.011)
Subtotal: Revenues & Benefits	(0.020)
Customer Services	
• Other minor changes of less than £0.025m	0.010
Subtotal: Customer Services	0.010
Total: Community & Enterprise	(0.028)

Streetscene & Transportation Portfolio

Streetscene	
• Other minor changes of less than £0.010m	0.008
Subtotal: Streetscene	<u>0.008</u>
Highways Strategy & Traffic Services	
• Other minor changes of less than £0.010m	0.009
Subtotal: Highways Strategy & Traffic Services	<u>0.009</u>
School Transport	
• Other minor changes of less than £0.010m	0.004
Subtotal: School Transport	<u>0.004</u>
Total: Streetscene & Transportation	<u><u>0.021</u></u>

Planning & Environment Portfolio

Planning	
• Other minor changes of less than £0.010m	0.015
Subtotal: Planning	<u>0.015</u>
Public Protection	
• Health Protection - Neighbourhood Wardens have relocated to County Hall causing a reduction in premises costs	(0.015)
• Other minor changes of less than £0.010m	0.001
Subtotal: Public Protection	<u>(0.014)</u>
Highways/Energy	
• Energy Services - reduction of commitments on Repair & Maintenance/Equipment Rental	(0.037)
• Highways Development Control & PROW - reduction of commitments on Sub Contractors and Materials Purchase	(0.008)
• Other minor changes of less than £0.010m	(0.009)
Subtotal: Energy Services and Highways/Public Rights of Way	<u>(0.054)</u>
Management & Performance	
• Other minor changes of less than £0.010m	(0.009)
Subtotal: Management & Performance	<u>(0.009)</u>
Total: Planning & Environment	<u><u>(0.062)</u></u>

Education & Youth

Inclusion Services	
• Inclusion & Behaviour Support - minor variances	0.024
• Out of County - 3 new placements	0.078
Subtotal: Inclusion Services	0.102
Access (School Planning & Provision)	
• School Planning - minor variances	0.016
• School Provision - minor variances	0.000
Subtotal: Access (School Planning & Provision)	0.016
Youth Services (minor variances of less than £0.025m)	
• Adult & Community Education - minor variances	(0.011)
• Children & Young Peoples Partnership - minor variances	0.005
Subtotal: Youth Services	(0.006)
Commissioning & Performance	
• Business Support - Minor variances	(0.004)
Subtotal: Commissioning & Performance	(0.004)
School Management & Information	
• Other minor changes of less than £0.025m	0.001
Subtotal: School Management & Information	0.001
Total: Education & Youth	0.109

People & Resources

HR & OD	
• Other minor changes of less than £0.025m	0.016
Subtotal: HR & OD	0.016
Corporate Finance	
• Other minor changes of less than £0.025m	(0.009)
Subtotal: Corporate Finance	(0.009)
Total: People & Resources	0.007

Governance

Minor variances of less than £0.025m	
• Legal Services	(0.001)
• Records Management	(0.004)
Subtotal: Minor variances of less than £0.025m	(0.005)
Democratic Services	
• Democratic Services - Budget has been transferred as part of cost control exercise (£0.031m) the associated underspend was reported in month 5. Minor variances have increased (£0.012m).	0.043
Subtotal: Democratic Services	0.043
Information Communication Technology	
• ICT - The outturn has been reduced as committed expenditure on packaged software has been transferred to the Procurement section (£0.059m). Minor Variances have increased (£0.003m).	(0.056)
Subtotal: Information Communication Technology	(0.056)
Procurement	
• Procurement - The outturn has increased as committed expenditure on packaged software has been transferred from the ICT service (£0.059m). Minor Variances have increased (£0.001m).	0.060
Subtotal: Procurement	0.060
Total: Governance	0.042

Organisational Change

Minor variances of less than £0.025m	
• Public Libraries & Arts, Culture & Events	0.001
• Leisure Services	0.004
• Valuations & Estates	0.015
• Property Design & Consultancy	(0.007)
• Engineering Services	(0.001)
• Facilities	0.019
Subtotal: Minor variances of less than £0.025m	0.031
Total: Organisational Change	0.031

Chief Executive

• Other minor changes of less than £0.025m	(0.022)
Total: Chief Executive	(0.022)

Central & Corporate Finance

• Additional Corporate Windfall Income (British Gas / NDR Refunds)	(0.110)
• Identified one-off savings through cost control exercise due to a reduction on commitments within Governance (£0.060m)	(0.060)
• Non-standard inflation no longer required (street lighting)	(0.087)
• Other minor variances	0.003
Total: Central & Corporate Finance	(0.254)
Total Changes	(0.273)

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Social Services						
Social Services for Adults - Locality Teams (Localities)	14.296	14.669	0.373	0.476	There is a major demand influenced pressure of £0.865m on the Domiciliary Care service within Localities teams. Key demand led influences include clients returning to the service following successful past reablement, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The significant projected overspend is being offset by a projected underspend of £0.505m on residential care, which includes a £0.399m increase in the level of property related income offset by £0.042m increased expenditure on payments to providers. Various other minor variances amount to a net £0.013m.	Keep under review.
Social Services for Adults - Transition and Disability Services (Disability Services)	0.635	0.703	0.068	0.068	The projected overspend is mainly due to the unbudgeted cost of the support arrangements provided by Penderels in respect of direct payments. This accounts for £0.065m of the total projected overspend of £0.068m.	Keep under review.
Social Services for Adults - Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.834	0.804	(0.030)	(0.101)	This underspend is based on current care packages. An additional £0.156m budget has been added to this area in 2014/15 to reflect additional transition clients.	Keep under review.
Social Services for Adults - Forensic Budget (Mental Health & Substance Misuse Service)	0.310	0.166	(0.144)	(0.128)	Reflects current care packages for 2014/15.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. The possibility of re-aligning budget between the two services has been considered and dismissed for now as there are early indications of additional Mental Health clients although at this stage potential costs or start dates are unknown.

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Social Services for Adults - Other Services for Adults variances (aggregate)	29.232	29.308	0.076	0.107	Various minor variances.	Continue to review but not expected to be recurrent.
Business Services Income	(1.573)	(1.812)	(0.239)	(0.223)	Impact of an increase by Welsh Government in the level of the maximum charge cap from £50 per week to £55 per week.	Continue to monitor and review.
Good Health	0.902	0.833	(0.069)	(0.006)	Under spend influenced by increased commitment for CHC Income (54k).	Continue to monitor and review.
Other Development & Resources variances (aggregate)	1.846	1.885	0.039	0.012	Various minor variances.	Continue to review but not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.487	0.260	0.278	The overspend (£0.260m) is mainly as a result of an increase in the number of foster care placements within the service. Part of this is also due to the increasing number of court orders for Residence and Special Guardianship orders (£0.017m) which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken the outcome of which is being considered and will inform future planning and possible efficiencies.
Professional Support (Children's Services)	5.343	5.440	0.097	0.094	This projected overspend is due mainly to increased direct payments of £0.138m for Children's Integrated Disability Services (CIDS) and cost of placements within the leaving care service £0.145m. These pressures are offset by a saving of £0.144m against general contingencies. Various other minor variances amount to a net £0.042m.	Keep under review.
Other Services for Children variances (aggregate)	4.918	4.932	0.014	(0.015)	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	58.970	59.415	0.445	0.562		

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer & Housing Services	1.093	0.977	(0.116)	(0.096)	An overspend (£0.027m) is projected to occur due to a lower level of support recharge to the Council Fund from the HRA. Estimated underspend (£0.126m) based on reevaluation of B&B accommodation projections and Homeless Prevention Fund income. (£0.017m) underspend due to other minor variances.	Continue to monitor and review.
Supporting People	0.533	0.567	0.034	0.037	Projected overspend (£0.018m) against mileage costs. Projected overspend (£0.015m) on the Maintenance Contract due to insufficient budget to meet renewed contract. (£0.001m) overspend due to other minor variances.	Continue to monitor and review.
Regeneration	0.508	0.540	0.032	0.026	Pressure (£0.046m) projected in respect of Agency costs. (£0.014m) underspend due to other minor variances.	Continue to monitor and review.

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Revenues & Benefits	11.237	10.790	(0.447)	(0.426)	Underspend due to an anticipated surplus on the Council Tax Collection Fund (£0.257m). Projected underspend (£0.210m) on the budgeted provision for the Council Tax Reduction Scheme based on current position. The underspend on this area is volatile and can be subject to change later in the year. (£0.020m) pressure due to minor variances.	Continue to monitor and review.
Customer Services	0.665	0.680	0.015	0.005	Minor Variance.	Continue to review but not expected to be recurrent.
Total Community & Enterprise	14.036	13.554	(0.482)	(0.454)		

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
Waste Disposal & Waste Collection	6.610	6.805	0.195	0.196	Additional costs of overtime and use of Agency personnel due to high number of vacancies to maintain the necessary service provision £149k. Loss of Trade Waste Income from Housing of £25k due to them renewing with a private contractor. Increased cost of Food Waste disposal of £21k due to the cost per tonne increasing.	Monitor Agency levels and staff vacancies in order to maintain optimum levels for continued service provision.
Business & Strategy	1.965	1.995	0.030	0.034	Knight Owl Security cost of Alarm / Security Provision at Alltami Depot.	Keep under review.
Fleet Operations & Logistics	4.192	4.231	0.039	0.030	Estimated shortfall in achieving fleet efficiencies of £30k from slightly delayed implementation of hire model proposals and purchase of Civica Licence Support & Maintenance at Period 6.	Continue to monitor and review.
Transportation	1.405	1.359	(0.046)	(0.045)	Bus Subsidy payments to Bus Operators. Expenditure commitment reduced based on decreasing contract levels.	Continue to monitor and review.
Streetworks	0.000	0.037	0.037	0.036	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures.	Continue to monitor and review.
Aggregate of other Variances	14.167	14.221	0.054	0.037	Minor Variances.	Continue to review but not expected to be recurrent.
Total Streetscene & Transportation	28.339	28.648	0.309	0.288		

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Planning & Environment Planning	1.302	1.227	(0.075)	(0.090)	Higher levels of Planning Fee income than expected i.e. Solar Farm Planning Application. This has been offset slightly at Period 6 by additional Legal Fees in relation to Planning Appeals.	Planning Fee Income Levels will be closely monitored.
Public Protection	2.593	2.558	(0.035)	(0.020)	Additional Community Safety Grant Income of £20k compared to original projections. Premises commitments of £15k relating to the Neighbourhood Wardens relocation to County Hall have been removed at Period 6.	Continue to review but not expected to be recurrent.
Management Support & Performance	0.652	0.646	(0.006)	0.003	Minor Variance.	Continue to review but not expected to be recurrent.
Energy Services (including closed Landfill Sites and Electricity Generation)	0.040	0.052	0.012	0.049	At Period 6 the commitment challenge has been successful in reducing Repairs & Maintenance and Equipment Rental costs.	Monitor Income Generation Levels for Gas Engines.

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Public Rights of Way	0.380	0.382	0.002	0.026	At Period 6 the commitment challenge has been successful in reducing Sub Contractors and Materials Purchase costs.	Continue to review but not expected to be recurrent.
Aggregate of other Variances	0.307	0.309	0.002	(0.006)	Minor Variance.	Continue to review but not expected to be recurrent.
Greenfield Valley & Heritage Park	0.285	0.285	0.000	0.000	No Variance.	
Total Planning & Environment	5.559	5.459	(0.100)	(0.038)		

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	43.889	43.889	0.000	0.000	Reallocation of Foundation Phase grant to Early Entitlement to cover the 10% teacher time. Further review of the delivery mechanisms of early entitlement advisory support is ongoing.	
Secondary, 14 -19 & Continuing Education	36.757	36.767	0.010	0.010	Minor Variance.	Continue to review but not expected to be recurrent.
Inclusion Services	12.856	12.817	(0.039)	(0.141)	Minor Variance.	Education placements may change throughout the year. Detailed monitoring will continue.
Access (School Planning & Provision)	0.715	0.699	(0.016)	(0.032)	Minor Variance.	Continue to review but not expected to be recurrent.
21st Century Schools	0.082	0.083	0.001	0.001	Minor Variance.	Continue to review but not expected to be recurrent.
Youth Services	1.572	1.558	(0.014)	(0.008)	Increased expenditure controls. Minor variances.	Continue to review but not expected to be recurrent.
Commissioning & Performance	0.162	0.131	(0.031)	(0.027)	Minor Variance.	Continue to review but not expected to be recurrent.

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
School Management & Information	0.204	0.206	0.002	0.001	Minor Variance.	Continue to review but not expected to be recurrent.
North East Wales School Library Service	0.000	0.000	0.000	0.000	No Variance.	
Total Education & Youth	96.237	96.150	(0.087)	(0.196)		
People & Resources						
HR&OD	2.307	2.349	0.042	0.026	Minor Variances.	Continue to review but not expected to be recurrent.
Corporate Finance	2.668	2.664	(0.004)	0.005	Minor Variances.	Continue to review but not expected to be recurrent.
Total People & Resources	4.975	5.013	0.038	0.031		

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Governance						
Legal Services	0.792	0.944	0.152	0.153	£0.131m pressure due to Litigation around local land charges. Overspend due to other minor variances (£0.021m).	Litigation around land charges is a one off non recurring cost for this financial year.
Democratic Services	2.061	2.036	(0.025)	(0.068)	Minor Variances.	Continue to review but not expected to be recurrent.
Internal Audit	0.504	0.502	(0.002)	(0.002)	Minor Variances.	Continue to review but not expected to be recurrent.
Procurement	0.192	0.252	0.060	0.000	Overspend on Packaged Software due to increased demand on the service (£0.059m). Overspend due to minor variances (0.001m).	The recurring cost on packaged software has been included as a pressure within the next year's budget build up.
Support Services	0.458	0.483	0.025	0.025	Minor Variances.	Continue to review but not expected to be recurrent.
Records Management	0.156	0.161	0.005	0.009	Minor Variances.	Continue to review but not expected to be recurrent.
ICT	4.226	4.272	0.046	0.102	Overspend due to Oracle Licence Management review (£0.040m). Overspend due to other minor variances (£0.006m).	The cost due to the Oracle Licence Management review is a non recurring cost for this year only.
Total Governance	8.389	8.650	0.261	0.219		

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.891	1.881	(0.010)	(0.011)	Minor Variance.	Continue to review but not expected to be recurrent.
Museums Service	0.062	0.061	(0.001)	(0.001)	Minor Variance.	Continue to review but not expected to be recurrent.
County Archives	0.261	0.261	0.000	0.000	No Variance.	
Leisure Services	3.537	3.574	0.037	0.034	The projected outturn for Leisure Services at this time is an overspend of £0.037m although the team is exploring every option to absorb this pressure. £0.023m relates to pressure caused by the delay between Single Status implementation and the implementation of the Leisure Services review. The planned efficiency was unachievable for one month between 1st June and 7th July. One twelfth of the £0.270m efficiency is therefore currently estimated as a budget pressure because the planned deleted positions remained in the structure until July. £0.011m relates to pay protection for two members of the team who have successfully been redeployed within the service as part of the review therefore avoiding exit costs. The remaining £0.003m relates to minor variances.	Leisure Tariffs are being reviewed and any changes will be introduced on the 1st January. This will contribute towards the pressure adjacent. All other areas of expenditure are also being reviewed.
Community Assets	0.057	0.054	(0.003)	(0.003)	Minor Variance.	Continue to review but not expected to be recurrent.
Agricultural Estates	(0.795)	(0.791)	0.004	(0.011)	Minor Variance.	Continue to review but not expected to be recurrent.

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Property Holdings	3.054	3.072	0.018	0.025	Minor Variance.	Continue to review but not expected to be recurrent.
Industrial Units	(0.140)	(0.136)	0.004	0.004	Minor Variance.	Continue to review but not expected to be recurrent.
Facilities Services	1.494	1.521	0.027	0.008	Minor Variance.	Continue to review but not expected to be recurrent.
Total Organisational Change	9.421	9.497	0.076	0.045		
Chief Executives						
Chief Executives	3.408	3.421	0.013	0.035	Minor Variances.	Continue to review but not expected to be recurrent.
Total Chief Executives	3.408	3.421	0.013	0.035		

MONTH 6 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance	25.842	24.488	(1.354)	(1.100)	Central Loans and investment £0.300m projected year end underspend, however this can be affected by many factors such as uncertainties regarding HRA subsidy reform, accounting practice regarding interest apportionment, impact of future investment programme and the level of future reserves and borrowing requirements. Strike deductions (£0.160m) is one off income. Corporate Windfall Income (£0.234m), 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 later in the year. Overspend (£0.006m) due to minor variances. One off rebate of historical audit fees, (£0.072m). £0.400m - One off time limited costs in relation to former Euticals Ltd - Sandycroft site. An underspend of £0.693m reflects the one off, in-year savings found through the cost control exercise.	Budget realignment, as part of Single Status exercise. Work is now in progress to run a further phase of the Voluntary Redundancy Programme. On-going monthly monitoring.
Total Central & Corporate Finance	25.842	24.488	(1.354)	(1.100)		
TOTAL	255.176	254.295	(0.881)	(0.608)		

EFFICIENCY NOT ACHIEVABLE			
Portfolio	Efficiency Description	Efficiency not achieved (£m)	Reason for efficiency not being achieved
Streetscene & Transportation	Streetscene - North Wales Trunk Road Association Financial benefit from involvement with the NE Wales Trunk Road Hub.	0.050	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)	Reason for efficiency not being achieved
Social Services	LD - Enhanced Community Residential Services - Rightsizing 4 supported living houses.	0.023	ECRS Reviews being reviewed as part of the Rightsizing.
Streetscene & Transportation	Streetscene - Fleet Balance of efficiencies from Fleet review (2014-15)	0.030	Further Report on Phase 1 and 2 implementation being presented to Cabinet in May 2014. On Track.
Streetscene & Transportation	Streetscene & Transportation - Highways Related Services - the ongoing diagnostic of the two service areas will make recommendations on synergies.	0.140	Savings subject to completion of the Service Review by 1 January 2015.
Total		0.193	

APPENDIX 4

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
Add projected non pay underspend as at Month 6		0.881
Total projected Contingency Reserve as at 31st March 2015		3.822

HRA Major Variance Report - Period 6

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Rents	(27.713)	(27.602)	0.111	0.111	Garage income is lower than anticipated due to high void rates.	
General Income	(0.734)	(0.650)	0.084	0.084	Garden Service has been reviewed and contract amended to take in to account issues experienced by tenants, therefore resulting in a reduced income of £96k.	
Landlord Services	0.830	0.914	0.084	0.085	Garden service costs are expected to rise by £55k due to the service review. Repairs & Maintenance costs on general HRA buildings/lifts etc forecast at last years outturn being £38k more than budget.	
Vacancy Savings	0.249	0.000	(0.249)	(0.249)	Vacancy savings due to posts not yet being filled. Once posts are recruited to this budget will be used to fund the post for the remainder of the year.	
Other variances (aggregate)	27.865	27.808	(0.057)	(0.075)		
Total :	0.497	0.470	(0.027)	(0.044)		

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 16 DECEMBER 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **CAPITAL PROGRAMME 2014/15 (MONTH 6)**

1.00 **PURPOSE OF REPORT**

1.01 To provide Members with the Month 6 (End of September) capital programme information for 2014/15.

2.00 **BACKGROUND**

2.01 The Council approved a Housing Revenue Account (HRA) capital programme for 2014/15 of £12.106m and a Council Fund (CF) capital programme of £20.970m at its meeting of 18th February 2014.

2.02 For presentational purposes the capital programme is shown as a whole, with sub totals for Council Fund and HRA. In reality the HRA programme is ring-fenced and can only be used for HRA purposes.

3.00 **CONSIDERATIONS****3.01** **Programme - Changes since Budget approval**

3.01.1 The table below sets out how the programme has changed during 2014/15 to date. Detailed cumulative information relating to each programme area is provided in Appendix A, and summarised below -

REVISED PROGRAMME	Original Budget 2014/15	Rollover from 2013/14	Changes (Previous)	Changes - This Period	Rollover to 2015/16	Savings	Revised Budget 2014/15
	£m	£m	£m	£m	£m	£m	£m
Chief Executives	0.015	0.007	0	0	0	0	0.022
People & Resources	0.075	0.086	(0.003)	0.005	0	(0.060)	0.103
Governance	0.795	0.935	0	0	0	0	1.730
Education & Youth	9.228	2.212	1.462	(0.005)	(0.026)	0	12.871
Social Care	0	0	0.642	0	0	0	0.642
Community & Enterprise	2.848	2.654	0.483	1.017	(0.115)	0	6.887
Planning & Environment	1.709	0.923	(0.930)	0	(0.135)	0	1.567
Transport & Streetscene	5.345	0.578	0.851	0	0	0	6.774
Organisational Change 1	0	0.038	0	0	0	0	0.038
Organisational Change 2	0.955	0.301	0.025	0	0	0	1.281
Council Fund Total	20.970	7.734	2.530	1.017	(0.276)	(0.060)	31.915
Housing Revenue Account	12.106	0	0.530	0	0	0	12.636
Programme Total	33.076	7.734	3.060	1.017	(0.276)	(0.060)	44.551

3.02 Rollover from 2013/14

- 3.02.1 Rollover occurs when schemes due to be completed in a given financial year are delayed, possibly due to procurement issues/weather or if funding from external sources is altered e.g. rephasing of Welsh Government (WG) grants and are therefore not completed until the following year.
- 3.02.2 Revised rollover sums of £5.830m were agreed in year as part of the quarterly reports to Cabinet and of £1.904m as part of the outturn report to Cabinet on 15th July, 2014, giving a total rollover amount of £7.734m.
- 3.02.3 For Early Identified Rollover (EIR) into 2015/16 see Section 3.05.

3.03 Changes during this period

- 3.03.1 Changes during this period have resulted in a net increase in the programme total of £1.017m (CF £1.017m, HRA £0.000m). A summary of the changes, showing major items, is shown in the table below -

CHANGES DURING THIS PERIOD	
<u>COUNCIL FUND</u>	£m
Increases	
Private Sector Renewal/Improvement - Arbed Programme Grant	0.580
Affordable Housing - Use of Developer Contributions	0.392
Private Sector Renewal/Improvement - Use of Group Repair contributions	0.045
	1.017
Total	1.017

- 3.03.2 Reasons for changes in the programme total this quarter are an increase in grant funding from WG or contributions from other external funding providers. This is the case for both Affordable Housing and Private Sector Renewal/Improvement.
- 3.03.3 Within People and Resources is a centrally held provision for urgent Health and Safety issues. These funds are reallocated to relevant programme areas as they are requested and approved. Minor reallocations have taken place this quarter.

3.04 Capital Expenditure compared to Budget

- 3.04.1 Actual expenditure at the end of September (Month 6) across the whole of the programme is £16.214m. The breakdown of expenditure is analysed in the following table, along with the percentage spend against budget. This shows that 36.39% of the budget has been spent across the programme (CF 34.95% and HRA 40.03%). Historically the majority of expenditure on the programme occurs in the final 2 quarters of the financial year.

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 6	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
Chief Executives	0.022	0	0.64	0.022	0
People & Resources	0.103	0	0.00	0.103	0
Governance	1.730	0.460	26.57	1.665	(0.065)
Education & Youth	12.871	4.380	34.03	11.856	(1.015)
Social Care	0.642	0.069	10.78	0.642	0
Community & Enterprise	6.887	2.742	39.81	6.887	0
Planning & Environment	1.567	0.461	29.40	1.363	(0.204)
Transport & Streetscene	6.774	2.296	33.90	6.685	(0.089)
Organisational Change 1	0.038	0.052	137.73	0.038	0
Organisational Change 2	1.281	0.696	54.34	1.407	0.126
Council Fund Total	31.915	11.156	34.95	30.668	(1.247)
Housing Revenue Account	12.636	5.059	40.03	12.669	0.033
Programme Total	44.551	16.214	36.39	43.337	(1.214)

3.04.2 The table also shows the projected outturn (spend as at the end of the financial year) of £43.337m. It can be seen that on the Council Fund there is a projected underspend against budget of £1.247m and for the HRA a projected overspend of £0.033m.

3.04.3 Details of the variances for individual programme areas are listed in Appendix B, which includes the reasons, and the required remedial action, where those variances exceed 10% of the budget. In addition, where EIR into 2015/16 has been identified, this is also included in the narrative.

3.05 Rollover into 2015/16

3.05.1 As at Month 6 EIR of £1.373m has been identified which reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet the cost of programme works in 2015/16.

3.05.2 Information relating to each programme area is contained in Appendix B and summarised in the table below:-

ROLLOVER INTO 2015/16	Month 4	Month 6	Total
	£m	£m	£m
Governance		0.065	0.065
Education & Youth	0.026	1.015	1.041
Community & Enterprise	0.115		0.115
Planning & Environment	0.135	0.204	0.339
Transport & Streetscene		0.089	0.089
Council Fund	0.276	1.373	1.649
Housing Revenue Account	0	0	0

3.05.3 The breakdown for Month 4 shown in the table above is different to that reported at Month 4 as a result of further analysis of capital expenditure into the new service portfolios (the total amount has not changed).

3.06 Savings

3.06.1 Savings of £0.060m have been identified in the current period, as a result of removing the budget for feasibility studies. Feasibility studies can only be funded from capital when the decision is made to progress with the scheme. This needs to be done retrospectively as studies that;

- do not result in a capital scheme need to be funded from revenue, or
- do result in a capital scheme can be funded from capital resources available to that project at a later date.

The central capital funding is no longer needed and a corresponding revenue pressure has been put forward in 2015/16 to fund any future studies.

3.07 Financing

3.07.1 The capital programme is financed as summarised below:-

FINANCING RESOURCES	General Financing ¹	Specific Financing ²	Total Financing
	£m	£m	£m
Latest Monitoring			
Council Fund	13.016	18.899	31.915
Housing Revenue Account	5.525	7.111	12.636
	18.541	26.010	44.551
Total Financing Resources	18.541	26.010	44.551

1 Supported Borrowing / General Capital Grant / Capital Receipts / MRA
2 Grants & Contributions / CERA / Reserves / Prudential & Other Borrowing

3.07.2 That element of the Council Fund total financed from general (non-specific) financing resources, relies in part on the generation of capital receipts from asset disposals. The continuing harsh economic climate is impacting on the ability to achieve the budgeted level of anticipated capital receipts, a situation that is likely to continue until the economy picks up at some future point. The capital receipts situation is being closely monitored as part of overall capital monitoring arrangements.

3.07.3 The overall position for 2014/15 (including the capital receipts impact) is summarised below:-

FUNDING OF APPROVED SCHEMES		
	£m	£m
Shortfall from 2013/14		1.578
Increases		
In year receipts shortfall		
New Pressures	0.030	0.030
Decreases		
Projected In year receipts	(1.956)	
Identified Savings	(0.060)	
Unallocated Headroom	(0.003)	(2.019)
Projected shortfall / (surplus) to 2015/16		(0.411)

The latest position projects total receipts at year end of £2.444m, with £0.488m funding in year schemes, leaving a surplus of £1.956m. Receipts as at Month 6 total £0.140m, with the largest amount of the receipts anticipated to be received in March 2015.

The outturn shortfall in 2013/14 was £1.578m, which, together with some minor adjustments and the **projected** level of capital receipts, currently indicates a total surplus in 2014/15 of £0.411m.

3.07.4 The situation regarding disposals remains fluid in this economic climate and hence it is difficult to predict with certainty when disposals will be delivered. It is therefore suggested that the Council continues to monitor the disposals programme closely and will bring further updates to Cabinet in future capital monitoring reports.

4.00 RECOMMENDATIONS

4.01 Cabinet is requested to:-

- Note and approve the report.
- Approve the rollover adjustments in 3.05.2.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in Sections 2 and 3 of the report.

6.00 ANTI POVERTY IMPACT

6.01 None as a direct result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 Many of the schemes in the programme are designed to improve the environment, infrastructure and assets of the Authority.

8.00 EQUALITIES IMPACT

8.01 None as a direct result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a direct result of this report.

10.00 CONSULTATION REQUIRED

10.01 None as a direct result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None as a direct result of this report.

12.00 APPENDICES

12.01 Appendix A : Capital Programme - Changes During 2014/15
Appendix B : Variances

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

Capital Programme Monitoring Papers 2014/15.

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CAPITAL PROGRAMME - CHANGES DURING 2014/15

	Original Budget 2014/15	Rollover from 2013/14	Changes (Previous)	Changes (Current)	Rollover to 2015/16	Savings	Revised Budget 2014/15
	£m	£m	£m	£m	£m	£m	£m
Council Fund :							
Chief Executives							
Clwyd Theatr Cymru	0.015	0.007	0	0	0	0	0.022
	0.015	0.007	0.000	0.000	0.000	0.000	0.022
People & Resources							
Corporate Finance	0.075	0.086	(0.003)	0.005	0	(0.060)	0.103
	0.075	0.086	(0.003)	0.005	0.000	(0.060)	0.103
Governance							
Information Technology	0.795	0.935	0	0	0	0	1.730
	0.795	0.935	0.000	0.000	0.000	0.000	1.730
Education & Youth							
Education - General	2.081	0	(1.801)	0	0	0	0.280
Primary Schools	0.040	0.278	1.572	(0.062)	(0.013)	0	1.815
Schools Modernisation	7.062	0.665	1.367	0.030	0	0	9.124
Secondary Schools	0	0.314	0.381	0.057	(0.013)	0	0.739
Special Education	0	0.955	(0.057)	(0.030)	0	0	0.868
Minor Works, Furn & Equip	0.045	0	0	0	0	0	0.045
	9.228	2.212	1.462	(0.005)	(0.026)	0.000	12.871
Social Care							
Partnerships & Performance	0	0	0.642	0	0	0	0.642
	0.000	0.000	0.642	0.000	0.000	0.000	0.642
Community & Enterprise							
Private Sector Renewal/Improvement	2.311	0.469	0.628	0.625	0	0	4.033
Travellers' Sites	0.150	0	(0.150)	0	0	0	0
Affordable Housing	0	0	0.000	0.392	0	0	0.392
Flintshire Connects	0.250	0.507	0.041	0	0	0	0.798
Town Centre Regeneration	0.137	1.676	(0.036)	0	(0.115)	0	1.662
Community Centres	0	0.002	0	0	0	0	0.002
	2.848	2.654	0.483	1.017	(0.115)	0.000	6.887
Planning & Environment							
Ranger Services	0.135	0.239	0.020	0	(0.135)	0	0.259
Energy Services	0.200	0	0	0	0	0	0.200
Engineering	1.065	0.591	(0.950)	0	0	0	0.706
Townscape Heritage Initiatives	0.309	0.093	0	0	0	0	0.402
	1.709	0.923	(0.930)	0.000	(0.135)	0.000	1.567

CAPITAL PROGRAMME - CHANGES DURING 2014/15

	Original Budget 2014/15	Rollover from 2013/14	Changes (Previous)	Changes (Current)	Rollover to 2015/16	Savings	Revised Budget 2014/15
	£m	£m	£m	£m	£m	£m	£m
Transport & Streetscene							
Sustainable Waste Management	0	0.569	0.090	0	0	0	0.659
Highways	3.645	0.009	0.303	0	0	0	3.957
Local Transport Grant	0	0	1.443	0	0	0	1.443
Transportation	1.700	0	(0.985)	0	0	0	0.715
	5.345	0.578	0.851	0.000	0.000	0.000	6.774
Organisational Change 1							
Leisure Centres	0	0.029	0	0	0	0	0.029
Recreation - Other	0	0.008	0	0	0	0	0.008
Play Areas	0	0.001	0	0	0	0	0.001
	0.000	0.038	0.000	0.000	0.000	0.000	0.038
Organisational Change 2							
Administrative Buildings	0.955	0.301	0.025	0	0	0	1.281
	0.955	0.301	0.025	0.000	0.000	0.000	1.281
Housing Revenue Account :							
Housing Revenue Account							
Major Works	6.328	0	(3.414)	0.175	0	0	3.089
Accelerated Programmes	0.300	0	0.928	0	0	0	1.228
WHQS Improvements	4.000	0	3.494	(0.175)	0	0	7.319
Disabled Adaptations	1.000	0	0	0	0	0	1.000
Other Services	0.478	0	(0.478)	0	0	0	0
	12.106	0.000	0.530	0.000	0.000	0.000	12.636
Totals :							
Council Fund	20.970	7.734	2.530	1.017	(0.276)	(0.060)	31.915
Housing Revenue Account	12.106	0	0.530	0	0	0	12.636
Grand Total	33.076	7.734	3.060	1.017	(0.276)	(0.060)	44.551

CHIEF EXECUTIVES

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Clwyd Theatr Cymru	0.022	0	0.022	0	0	0		
Total	0.022	0.000	0.022	0.000	0	0.000		

PEOPLE & RESOURCES

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Corporate Finance	0.103	0	0.103	0	0	0		
Total	0.103	0.000	0.103	0.000	0	0.000		

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Information Technology	1.730	0.460	1.665	(0.065)	(4)	0	Early Identified Rollover - Conferencing Solutions project not complete until 2015/16	Request approval to move funding of £0.065m into 2015/16
Total	1.730	0.460	1.665	(0.065)	(4)	0.000		

Variance = Budget v Projected Outturn

EDUCATION & YOUTH

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Education - General	0.280	0.006	0.280	0	0	0		
Primary Schools	1.815	1.070	1.815	0	0	(0.013)		
Schools Modernisation	9.124	2.797	8.184	(0.940)	(10)	0	Early Identified Rollover - Scheme to amalgamate Cross Tree Lane / Rector Drew delayed, tender process underway	Request approval to move funding of £0.940m into 2015/16
Community Youth Clubs	0	(0.003)	0	0		0		
Secondary Schools	0.739	0.220	0.736	(0.003)	(0)	(0.013)	Early Identified Rollover - Castell Alun High School Replace Windows - retention	Request approval to move funding of £0.003m into 2015/16
Special Education	0.868	0.255	0.796	(0.072)	(8)	0	Early Identified Rollover - Salney, St Davids - Lift / Access - £52k project delayed + various retentions	Request approval to move funding of £0.072m into 2015/16 **Potential further EIR circa £300k, being held for SEN adaptations not yet known, re-active to pupil movement into and around the County
Minor Works, Furn & Equip	0.045	0.035	0.045	0	0	0		
Total	12.871	4.380	11.856	(1.015)	(8)	(0.026)		

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget	Actual Exp.	Projected Outturn	Variance (Under)/Over	Variance %age	Variance Prev Qtr	Cause of Variance	Action Required
	£m	£m	£m	£m	%	£m		
Partnerships & Performance	0.642	0.069	0.642	0	0	0		
Total	0.642	0.069	0.642	0.000	0	0.000		

Variance = Budget v Projected Outturn

COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Private Sector Renewal/Improvement	4.033	1.398	4.033	0	0	0.164		
Travellers' Sites	0	(0.003)	0	0		0	Credit relates to retention accrual not yet due	Balance will clear when invoice is paid
Affordable Housing	0.392	0.011	0.392	0	0	0		
Flintshire Connects	0.798	0.304	0.798	0	0	0		
Town Centre Regeneration	1.662	1.032	1.662	0	0	0		
Community Centres	0.002	0	0.002	0	0	0		
Total	6.887	2.742	6.887	0.000	0	0.164		

Variance = Budget v Projected Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Ranger Services	0.259	0.004	0.157	(0.102)	(39)	(0.135)	Early Identified Rollover - Revised programme start date of January 2015	Request approval to move funding of £0.102m into 2015/16
Energy Services	0.200	0.189	0.200	0	0	0		
Engineering	0.706	0.220	0.604	(0.102)	(14)	(0.102)	Early Identified Rollover - Rephasing of Mold FAS	Request approval to move funding of £0.102m into 2015/16
Planning Grant Schemes	0	0.004	0	0		0	Actuals to date relate to the Tree Screening Scheme which is funded by Section 106 monies.	
Townscape Heritage Initiatives	0.402	0.043	0.402	0.000	0	(0.115)		
Total	1.567	0.461	1.363	(0.204)	(13)	(0.352)		

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Sustainable Waste Management	0.659	0.322	0.659	0	0	0		
Highways	3.957	1.377	3.868	(0.089)	(2)	0	Early Identified Rollover - Cable maintenance on Flintshire Bridge	Request approval to move funding of £0.089m into 2015/16
Local Transport Grant	1.443	0.329	1.443	0.000	0	0		
Transportation	0.715	0.268	0.715	0.000	0	0		
Total	6.774	2.296	6.685	(0.089)	(1)	0.000		

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Leisure Centres	0.029	(0.001)	0.029	0	0	0		
Recreation - Other	0.008	0	0.008	0	0	0		
Play Areas	0.001	0.054	0.001	0	0	0		All expenditure is funded from Section 106 contributions drawn down at year end
Total	0.038	0.052	0.038	0.000	0	0.000		

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Administrative Buildings	1.281	0.696	1.407	0.126	10	0.100	Allami Depot projected overspend due to security gates and CCTV installation	Prudential borrowing on the scheme will be increased to fund the overspend
Total	1.281	0.696	1.407	0.126	10	0.100		

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Major Works	3.089	0.431	3.158	0.069	2	(0.098)		Close budget monitoring necessary to ensure spend within budget, alternatively additional expenditure will be financed from revenue contribution
Accelerated Programmes	1.228	0.067	1.225	(0.003)	(0)	(0.142)		
WHQS Improvements	7.319	4.340	7.152	(0.167)	(2)	0.246	Rebate of £140K received from London Housing Corporation	Budget to be fully expended by financial year end
Disabled Adaptations	1.000	0.138	1.134	0.134	13	(0.014)	Projected outturn based on current data available from Occupational Therapy service which is subject to change	Close budget monitoring necessary to ensure spend within budget, alternatively additional expenditure will be financed from revenue contribution
Other Services	0	0.082	0	0		0		
Total	12.636	5.059	12.669	0.033	0	(0.008)		

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2014/15 - Month 6

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Chief Executive's	0.022	0	0.022	0	0	0		
People & Resources	0.103	0	0.103	0	0	0		
Governance	1.730	0.460	1.665	(0.065)	(4)	0		
Education & Youth	12.871	4.380	11.856	(1.015)	(8)	(0.026)		
Social Care	0.642	0.069	0.642	0	0	0		
Community & Enterprise	6.887	2.742	6.887	0.000	0	0.164		
Planning & Environment	1.567	0.461	1.363	(0.204)	(13)	(0.352)		
Transport & Streetscene	6.774	2.296	6.685	(0.089)	(1)	0.000		
Organisational Change 1	0.038	0.052	0.038	0.000	0	0.000		
Organisational Change 2	1.281	0.696	1.407	0.126	10	0.100		
Sub Total - Council Fund	31.915	11.155	30.668	(1.247)	(4)	(0.114)		
Housing Revenue Account	12.636	5.059	12.669	0.033	0	(0.008)		
Total	44.551	16.214	43.337	(1.214)	(3)	(0.122)		

Variance = Budget v Projected Outturn

FLINTSHIRE COUNTY COUNCIL

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

DATE: **11 DECEMBER 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.

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Email: Robert.robins@Flintshire.gov.uk

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

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Friday 12 th December 14.00	People Strategy Workshop (All members invited)		
Thursday 15 th January 2015 10.00 (Formal meeting to commence at 10.30, with an half hour training session on understanding the budget monitoring papers to be held beforehand.	Budget Consultation Process (verbal) Revenue Budget Monitoring 2014/15 (Month 7) Forward Work Programme	Information Update Monitoring Approval and development	Leader and Chief Executive Sue Ridings Robert Robins
Thursday 22 nd January 10.00 and Friday 30 th January 14.00 Slots identified in the schedule of meetings, actual dates of meetings to be determined.	Budget consultation meeting 'Mop up' and Capital meeting, to which all members are invited.	Consultation	

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

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Thursday 12 th February 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 8)	Monitoring	Sue Ridings
	Appraisals	Monitoring	Helen Stappleton
	Forward Work Programme	Approval and development	Robert Robins
Thursday 12 th March 2015 10.00	Improvement Plan Monitoring Update 2014/15 Q3	Monitoring	Robert Robins
	Revenue Budget Monitoring 2014/15 (Month 9)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins
Thursday 16 th April 2015 10.00	Q3 Performance Reporting	Monitoring	Robert Robins
	Revenue Budget Monitoring 2014/15 (Month 10)	Approval and development	Sue Ridings
	Forward Work Programme		Robert Robins
Thursday 14 th May 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 11)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins
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

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

Items to be scheduled	Health and Well-being update	Information	Helen Stappelton
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