

Public Document Pack

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



To:

CS/NG

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

6 March 2015

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

+ 1 Conservative Member

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, 12TH MARCH, 2015** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

AGENDA

1 APPOINTMENT OF CHAIR

As a result of Councillor Carolyn Thomas joining the Labour Group, the Local Government (Wales) Measure 2011 prevents her continuing as Committee Chair. The Chair needs to be a Member of either the New Independents or Liberal Democrat Groups. The nominations from each Group should be voted on by the Committee to choose its new Chair for the remainder of the municipal year.

2 APOLOGIES

3 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

4 MINUTES (Pages 3 - 30)

To confirm as a correct record the minutes of the meetings held on 22 January, 30 January and 12 February 2015.

- 5 **QUARTER 3 IMPROVEMENT PLAN MONITORING REPORT (CORPORATE RESOURCES)** (Pages 31 - 96)
Report of Member Engagement Manager enclosed.
- 6 **REVENUE BUDGET MONITORING 2014/15 (MONTH 9)** (Pages 97 - 148)
Report of Chief Officer (People and Resources) enclosed.
- 7 **WORKFORCE INFORMATION REPORT - QUARTER 3 2014/15** (Pages 149 - 172)
Report of Chief Officer (People and Resources) enclosed.
- 8 **FORWARD WORK PROGRAMME** (Pages 173 - 176)
Report of Member Engagement Manager enclosed.

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **22 JANUARY 2015**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held at County Hall, Mold on Thursday, 22 January 2015

PRESENT: Councillor Carolyn Thomas (Chair)

Councillors: Marion Bateman, Paul Cunningham, Peter Curtis, Andy Dunbobbin, Robin Guest, Ron Hampson, Richard Jones, Mike Peers, Paul Shotton

APOLOGY:

Councillor Ian Dunbar

SUBSTITUTIONS:

Councillor Owen Thomas for Councillor Clive Carver and Councillor Mike Peers for Councillor Richard Lloyd

ALSO PRESENT:

Councillor: Haydn Bateman

CONTRIBUTORS:

Leader and Cabinet Member for Finance, Chief Executive, Chief Officer People & Resources, Chief Officer Governance, Chief Officer Organisational Change, Chief Officer Organisational Change, Corporate Finance Manager, Finance Manager, Revenues & Benefits Manager, Customer Services Manager

IN ATTENDANCE:

Member Engagement Manager and Overview & Scrutiny Support Officer

64. DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

No declarations of interest were made.

65. BUDGET CONSULTATION PROCESS 2015/16

The Chairman welcomed the contributors to the meeting.

The Leader outlined the budget consultation process to date, which included briefing meetings with Group Leaders and Chairs of Overview & Scrutiny Committees, culminating with the Overview & Scrutiny mop-up session scheduled to be held on Friday, 30th January, 2015, prior to the final budget proposals being presented to County Council on the 17th February, 2015. Regular updates had been given to Members over recent months and the Leader commented on the unprecedented financial challenges facing all Councils across Wales. The draft budget report, presented to Cabinet on 16th December, 2015 highlighted a £16.4m budget gap for 2015/16. Following

intensive work a balanced budget had been achieved. The risk to frontline services was a unique challenge with no magic formula and no additional money available.

The Leader commented on the consequential revenue provision and briefed Members on his lobbying of Ministers and the Welsh Government (WG). He expressed his disappointment following the Autumn Statement that no additional funding for service protection was being allocated to Local Government.

The Fire Authority levy was raised by Members and a discussion followed on value for money efficiencies that had been achieved to bring the levy down to 0.21%. The Flintshire Members who sat on this board were praised in helping to achieve this.

A discussion was held on the Police Authority precept with the Chief Executive commenting that Flintshire would be unlikely to influence this as it was set by the Police & Crime Commissioner. Cllr. Richard Jones suggested that a letter be sent through the Welsh Local Government Association (WLGA) requesting that this be looked at. The Leader agreed saying this needed to be discussed at UK level. It was reported that the Police & Crime Commissioner was scheduled to attend the Community Profile & Partnerships Overview & Scrutiny Committee meeting on 23rd July, 2015. Following discussion, the Committee agreed with the suggestion that the Leader ask the WLGA to write to the Police & Crime Commissioner asking that the level of Police Authority precept be looked at.

The Chief Executive gave a brief presentation which covered the following areas:-

- National Position
- Revised Local Position
- Impacts of 14-15 on 15-16
- Strategy to close the extended gap
- Up to date Strategy position
- Remaining Strategy Actions
- Big Budget Conversation
- Member Involvement
- Overview & Scrutiny
- Final Steps in the Budget
- Medium Term Financial Plan Review

The Chief Officer (People and Resources), Chief Officer (Governance), Chief Officer (Community and Enterprise) and Chief Officer (Organisation Change) each gave a detailed presentation on budget proposals within their respective portfolios.

The comments and questions which were raised by Members of the Committee on the presentations, together with the responses given, are detailed in Appendix 1 (attached).

During discussion, the Chair thanked Officers for the openness in which the workshops and verbal updates had been delivered to Members. She felt members of the public were better prepared for the year ahead.

RESOLVED:

- (a) That the presentation be received and that the Member's comments and the responses thereto be incorporated into the budget consultation section of the report to Cabinet on 17th February; and
- (b) That the Leader ask the WLGA to write to the Police & Crime Commissioner asking that the level of Police Authority precept be looked at.

66. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There were one member of the public and three members of the press in attendance.

(The meeting started at 10.00 am and ended at 1.28 pm)

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Chairman

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Overview & Scrutiny Budget Consultation 2015/16

Corporate Resources Overview & Scrutiny Committee – 22 January, 2015

Section	Issue/Question	Response
OVERVIEW		
	Given the reducing price of oil, and its impact on other prices less provision can be made for inflation.	Acknowledged.
	Interest rates for Housing Revenue national subsidy system	A briefing note can be prepared.
	The perceived unfairness at the allocation of the 'consequential' additional finance from the Autumn Statement.	Acknowledged
	Difficulties of local financial planning given that the provisional local government settlement provided no indication of funding for future years	Acknowledged
	The Co-dependency of Accident & Emergency services and the rest of the health and social care provision	Members urged to read the Cabinet report on the Intermediate Car fund.
	Standard Spending Assessment (SSA) and the proposed council tax increase level	Currently the proposed budget is below the SSA. The Council Tax income proposal is currently set at 3%.
	Could a letter be sent to the Police & Crime Commissioner urging restraint in the proposed increased levy, especially as the Fire & Rescue Authority have reduced their precept	This is a UK wide issue. It was agreed that a letter be sent to the Police & Crime Commissioner.

	Could a Council Tax increase be capped?	In Wales, unlike that in England, there is no statutory power to cap. In England, there have to be local referenda to increase the Council tax beyond 2%.
PEOPLE & RESOURCES		
	There is a need to demonstrate the reduction in the workforce to the public. Can figures indicating the number in the workforce, both as raw numbers and full time equivalents be provided, so that the reduction can actually be seen?	The way that the information is currently reported to this committee through the Workforce Information quarterly reports can be changed to reflect this better.
	The fact sheets are invaluable. Could the proposals therein have been ranked in some way so that those savings which could be realised soonest were apparent?	
	In relation to the software, how can we as Members get a better understanding of budget detail?	Appropriate reporting to O&S committees.
	Can training be provided for Members on using the new Collaborative Planning Software?	Yes, the intention is to provide training to Finance staff first, then managers, then Members.
GOVERNANCE		
	Could more collaborative work with Wrexham CBC produce mutually beneficial savings?	Yes: there are already many examples of our excellent working relationship. A meeting has been requested.
	How can the loss of the principal solicitor posts be managed?	By a change in the skills mix amongst the remaining team, to enable them to work more effectively.

	How can the number of meetings supported by Democratic Services be reduced?	By withdrawing support from non-core meetings such as SACRE, the Planning Strategy Group and FJTUC.
	Will the additional income in Legal be found by increasing existing charges or introducing new ones?	Both. We will increase our fees in line with other North Wales Authorities. The average income as a % of budget is 4% in FCC and 12% across Wales.
	There have been previous proposals to reduce the length of minutes, which were not supported	This issue will need to be considered by the Democratic Services Committee, which is to consider a report on webcasting at its next meeting and which could have implications for how we minute meetings.
ORGANISATIONAL CHANGE		
	Does the figure for lease renewals include empty properties?	Yes.
	Is the CCTV service going to improve?	The current review project, which is not seeking to increase the levy paid by Town and Community Councils, is likely to produce a combination of peripatetic and fixed cameras.
	There was a proposal previously for the Council to have a development partner for our Assets: how has this developed.	It did not develop as originally envisaged, so we do not have one partner for all the assets, but have specific partners for specific assets.

COMMUNITY & ENTERPRISE		
	Concern at the prospect of losing the staffed switchboard at the same time as the yellow pages information is being discontinued	The yellow pages entry appears to be little used.
	The impact on service users of discontinuing the registration out station service: more details should have been provided.	As there will be service provision from Flintshire Connects office, the impact on service users is mitigated.
	Discontinuation of the payment facility at post offices will cause problems for those in rural areas and where there is no Flintshire Connects or broadband provision.	The post office payment is the most expensive of our current provision. We offer other means, such as Payzone which is available in between 500-600 outlets in Flintshire which includes local shops and garages.
	Impact on staffing numbers within the Registration service	There is one vacant post and one staff member has put in for voluntary redundancy.
CLWYD THEATR CYMRU		
	Could we pursue more funding from the Arts Council?	Clwyd Theatr Cymru (CTC) is already one of the Arts Council's top ten funded facilities.
	Popular touring productions seem to go to other venues, rather than to CTC.	The proposed reduction from 8 to 6 productions will release capacity which could be taken up by touring productions.
	Will the proposed changes affect the viability of the youth theatre?	The proposed changes will not affect the viability of the youth theatre.

	Not all of the premises are in use: there needs to be a more commercial approach.	The Board is aware of this and tone of the qualities sought in the new artistic director will be a greater commercial acumen.
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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE
30 JANUARY 2015

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held at County Hall, Mold on Friday, 30 January 2015

PRESENT: Councillor Carolyn Thomas (Chair)

Councillors: Marion Bateman, Clive, Carver, Paul Cunningham, Ian Dunbar, Andy Dunbobbin, Robin Guest, Ron Hampson, Richard Jones, Richard Lloyd, Paul Shotton and Mike Peers

ALSO PRESENT (as all Members had been invited to attend)

Councillors: Bernie Attridge, Glyn Banks, Haydn Bateman, Chris Bithell, Derek Butler, Carol Ellis, Veronica Gay, Christine Jones, Kevin Jones, Dave Mackie, Nancy Matthews, Tim Newhouse, Nigel Steele-Mortimer
Lifelong Learning Overview & Scrutiny Committee Co-optees: Mrs Janine Beggan and Mr David Hytch

APOLOGY:

Councillor Arnold Woolley

CONTRIBUTORS:

Leader and Cabinet Member for Finance, Chief Executive, Chief Officer (Social Services), Chief Officer (Community and Enterprise), Chief Officer (Education and Youth), Chief Officer (Streetscene and Transportation), Chief Officer (Organisational Change), Chief Officer (Planning and Environment), Chief Officer (Organisational Change), Chief Officer (Governance) and Corporate Finance Manager

IN ATTENDANCE:

Member Engagement Manager and Overview & Scrutiny Support Officer

67. DECLARATIONS OF INTEREST

No declarations of interest were made.

68. BUDGET CONSULTATION FOR 2015/16

The Chair welcomed Members and the contributors to the meeting.

The Leader outlined the budget consultation process to date, which included briefing meetings with Group Leaders and Chairs of Overview & Scrutiny Committees. Regular updates had been given to Members over recent months and the Leader commented on the unprecedented financial challenges facing all Councils across Wales. The draft budget report, presented to Cabinet on 16th December, 2015 highlighted a £16.4m budget gap for 2015/16. Following intensive work a balanced budget had been achieved. The risk to frontline services was a unique challenge with no magic formula and no additional money available.

The Leader commented on the consequential revenue provision and briefed Members on his lobbying of Ministers and the Welsh Government (WG). He expressed his disappointment following the Autumn Statement that no additional funding for service protection was being allocated to Local Government.

Council Fund

The Chief Executive and Corporate Finance Manager gave a brief presentation which covered the following areas:-

- Summary of process
- Member Involvement
- Background documents shared
- Whole Council budget position
- Reserves and balances
- Revised local position
- Up to date Strategy position
- Remaining Strategy actions
- Final steps in the budget
- Medium Term Financial Plan review

The Chief Executive, Chief Officer (Social Services), Chief Officer (Community and Enterprise), Chief Officer (Education and Youth) and Chief Officer (Streetscene and Transportation) each gave a detailed presentation on the budget proposals within their respective portfolios, which had been challenged through the Overview & Scrutiny process.

Capital Programme

The Chief Executive and Corporate Finance Manager gave a detailed presentation on the following areas:-

- Core Capital Programme 2015/16
- Funding the Capital Programme
- Capital Receipts & Core Programme
- Allocating the Core Programme

The comments and questions which were raised by Members of the Committee on the presentations, together with the responses given, are detailed in Appendix 1 (attached).

During discussion, the Chair thanked Officers for the openness in which the workshops and verbal updates had been delivered to Members. She felt members of the public were better prepared for the year ahead.

RESOLVED:

That the presentation be received and that the Member's comments and the responses thereto be incorporated into the budget consultation section of the report to Cabinet on 17th February, 2015.

69. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There were one member of the public and three members of the press in attendance.

(The meeting started at 2.00 pm and ended at 5.08 pm)

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Chair

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Overview & Scrutiny Budget Consultation 2015/16

Corporate Resources Overview & Scrutiny Committee, Feedback, Challenge and Capital Programme - 30 January 2015.

Section	Issue/Question	Response
SOCIAL CARE		
	Will places be available elsewhere for those who currently attend the Melrose Centre?	Yes, depending on both personal choice and need. Llys Eleanor is the most likely alternative.
	Change in criteria: what are the implications of the move from 'critical and substantial'?	The criteria is not changing, however the Social services and Wellbeing bill will bring changes.
	Action for Children support being reduced by 10% this year and in subsequent years	We are in discussions with Action for Children and further information will be provided in due course.
	How many children will be affected by the changes?	This information will be provided.
	Concern at the use of the term 'sign-posting' for Minor Equipment provision.	'Referral' could be used instead. We will survey other Council's experience to assess the situation.
	It is difficult for Members to appreciate the extent of all of the changes, as they don't know the total effects.	It is acknowledged that this is not an easy process. We are working extensively with the Third Sector and have always protected them until this year. We are not expecting any more or less from the Third Sector than we are from ourselves and do not want to threaten the survival of any of the providers.

	It is difficult to understand the difference between 'not changing' and 're-focussing'	The eligibility criteria for services is not changing, but the degree of provision is> There will be a modest reduction in provision where there are alternatives in place. We believe this to be a credible approach. The amount of support might change, but not the qualification for it.
	What does the reduction mean in monetary terms?	£250 k
	We should not duck the fact that this will be a reduction in service: the quantity, but not the quality of service is being reduced, which will lower the reputation of this Council.	The Voluntary sector can not be immune to the cuts. We have been working with the m through the FLVC. We are looking to retain core services and the Third sector will be treated with parity as no different to Council services.
HOUSING		
	With Telecare there seems to be a lot of increases for the vulnerable which could amount to between £15 and £17 per week.	These points were raised at the Housing O&SC Budget meeting. The emphasis is being placed on only those who actually use a service should pay for it.
	Housing seems to have more efficiencies than any other portfolio.	See response above
	With the Council Tax, everyone pays for services which they don't necessarily use.	
	We need to understand the effects on an individual person, as we could end up with people suffering.	

LIFELONG LEARNING		
	The £50 k efficiency for the PRU may be modest, but it could be detrimental to the school in question: not excluding a disruptive pupil could have an affect on the rest. The teachers will have to concentrate on the disruptive pupils within a class. If there is an impact, will the position be reconsidered?	This is not the case: every child needs and will have appropriate provision. Three of our secondary schools are currently over-referring. This is a leadership issue and the respective governing bodies need to manage the implications.
	At the Schools Budget Forum, there was discussion about Sporting Excellence being affected, that there will be no elite swimming or inter school sports tournaments. Can further work be done to avoid opportunities being lost?	
	There is concern at the discontinuation of cognitive ability testing: could this be continued up to year 7?	Very positive discussions with head teachers are ongoing. Whilst CATs provide useful data, they are not essential. If schools want to collectively purchase CATs, this could be possible.
	GWE use the CAT data.	GWE do not use the CAT data, they use other measures.
	Could a 'model school' be used so that we can measure the impact of changes?	The benefit of such an approach was acknowledged. The information had already been shared with schools and the school budget forum
	Could the information which is provided to us high light those proposals which will have effects in future years?	We haven't been provided with an indication of future budgets by WG.

	Given the recent media coverage about obesity in children, the service changes could have serious implications for the future	
	Could we consider different ways of supporting walking in initiatives?	This is currently a free service and should be treated the same as other services facing challenges. Suggestions as to how walking initiatives could continue are identified in the presentation.
ENVIRONMENT		
	Street lighting standards: could we set a maximum time for repairs instead of a minimum?	We will have a series of banded times for repairs.
	Allowing access for trailer users to Sandycroft HRC site	The HRC access policy is to be reviewed.
	Replenishment of food waste bags	There are no proposals to change the current arrangements which we know to work.
	Does the DRT operate outside Flintshire: it has been seen in Cheshire?	CWAC also operate a shuttle bus going onto the Deeside Industrial Park
	Could the winter maintenance standards and criteria be reviewed?	Yes, on a risk based approach
	There is a need for car parking charges to encourage turnover in car parks, allowing greater short stay use.	
	Changes to car park gritting	The car parks will still be gritted on a need basis, but not as frequently as they are currently. They will still be kept safe. Car parks are currently gritted on the same frequency as priority one routes

	Replacement recycling receptacles	These are currently delivered, at a significant cost. Replacements will still be available, but will need to be collected.
	Stopping the missed collection service will cause problems.	Under the new system, with a charge hand on each vehicle, ensuring that each street has been signed off before departure, removes the need for this service.
	Loss of the bus subsidy	We can't protect all of the bus services in the County, but we do want to develop community transport initiatives.
	The Scottish Power contract from street lighting	There is a service level agreement with Scottish Power, similar to that which each of the other North Wales local authorities has.
	Does each lamp standard have a meter?	No: each light has a code. Payment is made on the basis of the number of lights with a particular code.
	Cessation of School and Church yard collections	Schools will still have a trade waste collection and church yards will be incorporated into the domestic collection rounds as part of the review. We will be ceasing the trade waste collection for commercial premises as it is not economically viable and not part of our core business.

	Does having a bus service to a village have an effect on its gritting priority status?	Bus routes are currently gritted. If a bus service stops, the priority rating might have to change.
	There is no fact sheet about the fleet review	This is because we are currently in phase 3 of the review which was reported some time ago: it isn't a new issue.
CORPORATE RESOURCES		
	Will the main reception at County Hall still be staffed?	Yes. Customer Services will be relocating to the area where the telephony team are currently situated.
	When will there be a Connects office for Mold?	A partial service will be offered from County Hall and a Connects facility for Mold is within the Capital Programme.
	There is concern at the impact of the changes on those who don't have bank accounts	We are working to support people to have bank accounts and who will then be able to make payments through our preferred direct debit option.
CORE CAPITAL PROGRAMME		
	Where are the details for the Capital Programme	In the December Capital report, copies of which have been provided.
	The change to the security arrangements is not included within the fact sheets	The intention is to close-lock down- the campus rather than continue the 24/7 access arrangements. There is greater CCTV coverage on site to compensate for this.

	<p>Within the capital programme, £1.7m is identified for 'school building works'. Is this for repairs and maintenance and what about annual deterioration in school buildings?</p>	<p>This is being worked on: a report on SLAs and prudential borrowing will be submitted to the March meeting of the Lifelong Learning O&SC.</p>
<p>COUNCIL FUND REVENUE BUDGET 2015/16</p>		
	<p>The £163 for ICT and Legal collaboration is a red risk. Should something be done about it?</p>	<p>The Chief Officer Governance is currently working on a contingency plan. A fuller statement of progress will be available by the Cabinet meeting on 17th February.</p>
	<p>The way that the budget has been approached this year has provided a lot of information, which has been very useful. However, there is still a gap of £777K. Are you working to close this gap?</p>	<p>Yes, working is ongoing to address this.</p>

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE
12 FEBRUARY 2015

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Thursday, 12 February 2015

PRESENT: Councillor Peter Curtis (Vice-Chair in the Chair)

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

SUBSTITUTION:

Councillor Haydn Bateman for Marion Bateman

APOLOGY:

Councillor: Carolyn Thomas

CONTRIBUTORS:

Leader of the Council, Chief Executive, Chief Officer (People and Resources), and Corporate Finance Manager

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

70. DECLARATIONS OF INTEREST

No declarations of interest were made.

71. MINUTES

The minutes of the meeting of the Committee held on 15 January 2015 had been circulated to Members with the agenda.

Accuracy

Budget Consultation Process

Councillor Richard Jones referred to his comments on page 5, third paragraph, and said that the figure he had referred to in relation to rate relief was £40m not £40k. It was agreed that this would be amended

Revenue Budget Monitoring 2014/15 (Month 7)

Councillor Jones said that his comments concerning Social Services budget heads had not been included in the minutes. He explained his concern was that on occasions the revised budget heads for these budgets changed without any explanation being provided. The Corporate Finance Manager agreed to report back to Councillor Jones with an explanation.

Matters Arising

Budget Consultation Process

Councillor Paul Shotton asked if a letter had been sent to the Corporate Resources Overview & Scrutiny Committee or its equivalent at Wrexham County Borough Council. The Member Engagement Manager confirmed that a letter had been sent but explained there had been no response as yet.

Revenue Budget Monitoring 2014/15 (Month 7)

Councillor Paul Shotton referred to the costs for the former Euticals site in Sandycroft and asked if there was any information about whether the Welsh Government might provide funding for the unique situation. The Chief Executive explained that a meeting of public sector partners would be held during the next few weeks to discuss a plan for decontamination and eventual closure/disposal of the site. He advised that the Authority would be seeking a sizeable contribution towards the cost of removal of the chemicals and disposal of the site. He explained that there were two phases to closure of the site and two options for the eventual disposal of the site. A further report would be made in due course.

RESOLVED:

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

72. REVENUE BUDGET MONITORING 2014/15 (MONTH 8)

The Corporate Finance Manager introduced a report to provide Members with the Revenue Budget Monitoring 2014/15 (Month 8) report for the Council Fund and Housing Revenue Account (HRA) which was to be submitted to Cabinet on 17 February 2015.

The Corporate Finance Manager advised that for the Council Fund the projected net in year expenditure was forecast to be £1.014m lower than budget. The projected contingency reserve balance at 31 March 2015 was £3.955m. Appendix 1 detailed the movements since Month 7 with the projected variances occurring for the year to date summarised within appendix 2. Changes in the revised budget over month 7 related to adjustments relating to the single status rebasing exercise. Section 3.06 detailed the efficiencies and it was currently projected that £7.574m of the £8.840m (86%) would be achieved. Details of the workforce efficiencies, voluntary redundancy programme and organisational work on vacancies was provided in paragraph 3.10.

The risks and assumptions were as detailed in Section 5 and the unearmarked reserves were summarised in Section 6. Taking into account the amounts needed to be used from the unearmarked reserves and the current projected outturn at month 8, the projected balance on the

contingency reserve at 31 March 2015 was £3.955m and was summarised in appendix 4.

The HRA was projected to have an overall underspend of £0.324m and a projected closing balance at month 8 of £1.490m, which at 4.96% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%. Appendix 5 detailed the reasons for the significant variances.

The Chief Executive commented on the improved style of reporting on in-year risks following the useful discussions which had taken place at the last meeting of the Committee, and said that the report summarised the current level of concerns. On the issue of risks and assumptions, Councillor Richard Jones welcomed the detail provided and the RAG status, however, he requested that potential costings be included on the risks to enable the Committee to comment on the value. The Chief Executive agreed to improve the format further.

RESOLVED:

That the report be noted.

73. UPDATE ON DEVELOPMENT OF THE PEOPLE STRATEGY 2015-18

The Chief Officer (People and Resources) provided a verbal update and a presentation on developing the next phase of the People Strategy 2015-18. The main points of the presentation were:

- People Strategy successes
- Setting the context for the Strategy
- People Strategy 2015-18 Themes
- People Strategy 2015-18 Priorities
- People Strategy Member workshop – key outcomes
- Professional Management and Leadership – key themes
- Performance and Productivity – key themes
- Policy Practice and Culture – key themes
- Skills and Talent development – key themes
- Next steps in developing the Strategy

The Chairman thanked the Chief Officer for her presentation and invited Members to raise questions.

Councillor Richard Jones emphasised the importance of identifying the departmental training needs before determining the training needs of individual employees to avoid a mis-match between department and workforce requirements.

During discussion Officers responded to the comments made by Members around the 'culture and generic practices' in public service organisations. Councillor Robin Guest expressed concern that despite the

support, encouragement and training provided, some employees may still lack the required skill levels they needed to do their job.

The Chairman referred to the importance of making employees feel valued. He also commented on the need to ensure that training courses were focussed on the needs of the Council in the first instance.

Councillor Paul Shotton asked for an update on progress with the collaborative work undertaken with Coleg Cambria. The Chief Officer (People and Resources) explained that the Authority had a successful partnership with Coleg Cambria and referred to ongoing management programmes and development events provided by the college.

Councillor Clive Carver asked if managers were encouraged to develop their own style and abilities of management or if a corporate style was to be adopted. The Chief Officer explained that there were some core activities that managers were expected to undertake and deliver but a range of individual styles and approaches worked well. In response to the further question raised by Councillor Carver concerning attendance management, the Chief Officer commented on the need for managers to comprehensively follow the attendance absence policy and for employees to understand how important attendance was and the need to fulfil their contract of employment.

RESOLVED:

That the presentation be received and progress endorsed.

74. PERFORMANCE APPRAISAL COMPETENCY BASED MODEL

The Chief Officer (People and Resources) introduced a report to update the Committee on the implementation of the revised competency based performance appraisal model within Flintshire. She provided background information and referred to the key considerations in the report.

The Chief Officer advised that there was an existing appraisal framework within Flintshire and the inclusion of competencies within that framework was seen as being the most effective way of introducing a progressive approach to appraisals to include talent identification and succession planning.

The Chief Officer reported that the model to be used was competency based and all Chief Officers would be required to aim for 100% completion for their Senior Managers by the end of March. The aim was to complete appraisals for Managers/Team Leaders by June 2015. Chief Officers had been provided with all appraisal documentation including a performance rating '9 box grid'. All management level posts would be appraised in terms of performance against objectives set in 2014/15 together with a review of potential and new objectives consisting of business and corporate related objectives linked to the Council's overall priorities.

Councillor Richard Jones commented that job appraisals should be completed every 12 months and asked whether competencies had been identified for all job titles. In her response the Chief Officer explained that the completion of appraisals was a core business and corporate related objective and good management practice. Referring to the competencies for job titles she advised that there were four levels and Managers had been given guidance as to which level was applicable for each type of role.

Councillor Paul Cunningham referred to the opportunity presented by the appraisal process to identify employee strengths and talents and promote from within the existing workforce. The Chief Executive reported that the appraisal process was used to develop and promote talent within the organisation.

Councillor Richard Jones commented on the need for departments to promote a 'vision' so there was a clear focus for the team to work towards. He also suggested that the appraisal be linked to pay increases and promotion.

Councillor Richard Lloyd commented that employees expected an annual appraisal; however, there was also a need for regular contact and supervision between employees and managers to identify progress against objectives throughout the year.

Councillor Andy Dunbobbin suggested that the word 'appraisal' was intimidating and that the title 'Personal Development Plan' could be used instead. Officers responded that the appraisal process was a two way experience and should not be seen as a punitive exercise but as a positive and structured assessment and conversation between managers and employees.

Councillor Arnold Woolley emphasised the importance of the appraisal process being "fair and appropriate". He referred to the '9 box grid' used for performance rating and expressed concerns that it gave the impression the manager was "right" and the employee "wrong". The Chief Officer advised that the appraisal was employee led and agreed to review the wording in the Grid.

In response to the question raised by Councillor Ian Dunbar concerning appraisals and support provided for employees on long term sickness, the Chief Officer commented on the need to maintain communication links with the employee, if they were well enough, to keep them informed and involved of developments within their own service and the organisation.

RESOLVED:

That the Committee welcomed the report and the progress which had been made.

75. FORWARD WORK PROGRAMME

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

The Member Engagement Manager detailed the items for consideration at the meetings scheduled for 12 March, and 16th April 2015. During discussion it was agreed that following consultation with the Chair and Vice Chair, the Member Engagement Manager be authorised to reschedule items on the Forward Work Programme for future meetings.

RESOLVED:

- (a) That the Forward Work Programme be agreed; and
- (b) That the Member Engagement Manager be authorised to reschedule items on the Forward Work Programme for future meetings.

76. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of press in attendance.

(The meeting started at 10.00am and ended at 11.30 am)

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Chair

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 12TH MARCH, 2015**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **IMPROVEMENT PLAN MONITORING REPORT**

1.00 PURPOSE OF REPORT

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

4.00 RECOMMENDATIONS

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

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

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

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

8.01 There are no equalities implications for this report.

9.00 PERSONNEL IMPLICATIONS

9.01 There are no personnel implications for this report.

10.00 CONSULTATION REQUIRED

10.01 Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

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

12.00 APPENDICES

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

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

None.

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

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APPENDIX 1

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

What we will do in 2014/15:

1. Place a greater emphasis on preventing homelessness

Progress Status	Progress RAG	A	Outcome RAG	A
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The Housing Act 2014 (Wales), which will be implemented in April 2015, places additional statutory homelessness duties upon Flintshire County Council. The main duty is to assist anyone (not only applicants with a priority need) who approach the authority as homeless or threatened with homelessness within the next 56 days. In advance of the new statutory duty coming into force, Flintshire County Council decided to pilot the delivery of an enhanced homelessness prevention service in order to identify best practice models. The outcomes from the pilot will enable the efficient delivery of a Housing Solutions Service from April 2015 and ensure the authority's new statutory homelessness duties are undertaken as cost effectively as possible.

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 – Annual Measure	N/A	N/A

Number of tenants helped to move to more affordable accommodation because of the spare room subsidy		50	65	TBC	32	A	A
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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
(H)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)	
H	H	R	<p>1. Welsh Government agreed additional funding for 2015/16. This will enable appropriate resources, as identified through the enhanced homelessness prevention pilot, to be put in place from April 2015, in readiness for the implementation of the new statutory homelessness duties within the Housing Act 2014 (Wales).</p> <p>2. Continuing difficulties to transfer households, impacted by the spare room subsidy, to smaller</p>	M	M	A	<p>1. Common Housing Register for all social housing providers operating within Flintshire to be introduced in April 2015.</p> <p>2. Project being planned to target advice & support FCC tenants, who will be impacted by the reassessment of disability benefits that is due to commence in October 2015.</p>	Chief Officer – Community & Enterprise	↓	M	M	A	Oct 2015

			accommodation. FCC Housing Service is working closely with HB to identify those households where an award of discretionary housing payments will be a long term requirement. (<u>Note:</u> a DWP report published in July 2014 has conceded the main policy intent behind the introduction of the spare room subsidy, to encourage under-occupying households to downsize to smaller properties, is not being attained.)									
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2. Provide advice and support services to help people protect their income			
Progress Status	Progress RAG	G	Outcome RAG
<p>During the period April 2014 – December 2014, the successful outcomes from the Welfare Rights Team's interventions with low income households has generated additional welfare benefit income for these households totalling £2,287,540 (comprising of £1,850,684pa on-going payments and £436,856 one-off payments). In addition, discretionary housing payments totalling £219,189 has been awarded to Flintshire households impacted by the welfare reforms and households at risk of homelessness have been assisted to manage debts totalling £860,822. Alongside boosting spending power within the local economy, which is being reduced by the on-going transformation of the social security system, the collective positive outcomes from the income maximisation activities 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	£2,287,540	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	1,262	N/A	N/A
Number of residents supported to successfully challenge adverse benefit decisions		180	N/A	N/A	147	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	£860,822	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	£219,189	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	<p>1. Additional funding has been obtained to continue training front line staff to have the skills and knowledge to help residents resolve low-level welfare benefit problems and ease pressures upon traditional advice services</p> <p>2. FCC continues to work collaboratively with five N/Wales local authorities & DWP to develop joint approach to assisting households throughout the longer-term transformation of the social security system.</p>	M	M	A	<p>1. 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.</p>	Chief Officer – Community & Enterprise	↓	M	M	A	Jan 2015

			3. Evaluation being undertaken of the outcomes from the Advice Gateway pilot and, if appropriate, funding streams will be identified to enable the continuation of the Advice Gateway & the development of a single access pathway to the Advice & Support Gateways.									
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3.Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area

Progress Status	Progress RAG	G	Outcome RAG	G
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Universal Credit continues to be introduced in a measured and controlled manner. Currently, Universal Credit is only available to unemployed single people and couples who meet specific criteria & live within postcodes served by Shotton Jobcentre. At the end of December 2014, a total of 318 claims for Universal Credit have been made and 180 claims are still live. The low numbers of UC claimants needing to access support will not affect the level of funding provided by the DWP to FCC during the current financial year. However, the DWP will use these low numbers when determining the level of future funding. Thus, it is important that FCC ensures that the DWP acknowledge that UC is currently being delivered to the less problematic claimant groups and the demand for support will increase during the next 12 months as the roll out of UC extends to claimants with children who will have more complex needs.

FCC and the DWP have implemented an effective communication strategy that provides stakeholders with timely access to information enabling them to prepare for new challenges & ensure they possess the knowledge to be able to provide support & reassurance to residents if they have queries around Universal Credit. FCC and the DWP are also working in partnership 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 work seeking requirements within their UC claimant commitment & face a benefit sanction.

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	19	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	88	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)		
H	H	R	<ol style="list-style-type: none"> FCC & DWP delivering briefing sessions examining 'Alternative Payment Arrangements' & addressing concerns held by landlords around renting to tenants claiming UC. FCC working with the DWP to ensure private landlords receive similar support to that provided to social landlords when a tenant claims UC. FCC Housing Benefit Service proactively uses Discretionary Housing Payments to assist 	M	M	A	<ol style="list-style-type: none"> DWP proposing new data sharing regulations to enable stakeholders to access information on UC claimants to provide support & stop them falling into arrears. FCC will apply to be involved in test & learn activity, linked to Alternative Payment Arrangements; Housing Verification; & Personal Budgeting Support, when DWP introduce their additional pilots in the summer of 2015. 	Chief Officer Community & Enterprise	↓	M	M	A	Jan 2015

			households at risk of homelessness.														
			4. FCC's early intervention of help & support to households continuing to generate positive results.														
			5. Social housing landlords in Flintshire jointly developing measures to support tenants impacted by the ongoing reform of the social security system.														

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)	
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. Flintshire Tackling Poverty Partnership considering an application to DWP Flexible Support Fund to deliver a project aimed at improving financial and digital inclusion 	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 a Universal Support Delivered Locally Framework will identify the advice & support resources that are required to help residents to manage the impacts of longer-term 	Chief Officer Community & Enterprise	↔	M	M	A	Jan 2015

			amongst working age claimants in receipt of Employment and Support Allowance.				transformation of the social security system.						
							3. Initiatives to be developed & implemented to support working households, particularly containing children, who are now seeing their income fall because of the welfare reforms.						

Risk 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	<ol style="list-style-type: none"> During the period April 14 – March 15, the UC delivery partnership agreement ensures resources will be in place to support UC claimants. FCC & DWP currently negotiating funding levels for 2015/16 to take account of the UC expansion programme. FCC & DWP hold a regular UC strategic meeting to manage the implementation of the Universal Credit local delivery partnership agreement. 	L	L	G	<ol style="list-style-type: none"> Commencement order agreed in Parliament for Shotton JCp to accept UC claims from claimants with children from 26 January 2015 & UC rolled out across the Flintshire for single people from 23 February 2015, 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 	Chief Officer Community & Environment	↔	L	L	G	Jan 2015

			4. FCC has created a UC liaison officer post to collate & disseminate management information on UC.				transformation of the social security system.								
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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	G	Outcome RAG	G
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Chief Officers in post and settled into new roles. Management structures within the new portfolios are subject to ongoing review as part of the Council's organisational change programme and business planning.

Transitional risk register monitored regularly by the Chief Executive. Risks effectively managed to plan to date with no discernable direct impacts on service performance because of the operating model itself, 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 - Complete
- 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	Current 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%	66%	A	G
Overall annual efficiency savings from the implementation of the senior management structure (phase 1) of the operating model.		N/A	£0.460m	£0.600m	£0.365 (79%)	A	A

2. Integrate business units and consider alternative models				
Progress Comment	Progress RAG	G	Outcome RAG	A
<p>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.</p> <p>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: -</p> <ul style="list-style-type: none"> • A proportion of the draft budget proposals for 2015/16 are based on changes to / integration of service teams as part of the new business plan approach. • A two phase alternative delivery model programme for 12 service areas initially are being reported to Cabinet. <p>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 budget challenge.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> ▪ 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	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
Number of mergers/re-alignments achieved in functional areas (alternative delivery models)	Chief Executive	N/A	Between 5 and 8	Between 8 and 10	Premature at Q3 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	12 areas identified for feasibility	N/A	N/A
Overall annual efficiency savings from senior management phase 2 proposals (employees)		N/A	N/A	2015/16 £1.400m	N/A	N/A	N/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)	
H	H	R	<p>Organisational briefings and decision-making paths for the adoption and successful implementation of continuing change programmes.</p> <p>Capacity and capability to produce effective designs and plans is being met by prioritisation and the use of external support/ expert advisors where required.</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 a variety of mechanisms).</p> <p>Regular dialogue with trade unions via FJTUC and Service liaison meetings.</p>	L	M	G	<p>Agreement to the 2015/16 budget proposals by Council (February 2015).</p> <p>Agreement to commitments to alternative delivery models past the feasibility stage.</p> <p>Long-term decisions for services for 2016/17 onwards based on business plans.</p>	Chief Executive	↔	L	L	G	Jan 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	No future actions.	Chief Executive	↔	L	L	G	Jul '14

APPENDIX 3

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

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

1. Develop a longer term financial plan.

Progress Comment	Progress RAG	A	Outcome RAG	A
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The Medium Term Financial Plan is being reviewed thoroughly to (1) forecast the financial resources to be available to the Council during the period 2015-16 to 2017-18, and the budget pressures, based on the best available intelligence and (2) project the collective efficiency targets to be set to enable the corporate and portfolio targets to be re-set.

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

199057

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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Resources to deliver the 2014/15 priorities are included in the 2014/15 budget.

Achievement will be measured through:

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

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
JPME2M1 - Resources in place to fund 2014/15 priorities	Chief Officer - People & Resources	100%	100% for 2015/16 budget	100%	100%	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 the efficiencies is included in the monthly budget monitoring report to Cabinet and Corporate Resources Overview and Scrutiny Committee.

For Corporate and Functional efficiencies it is currently projected that £7.574m will be achieved from the £8.840m included in the budget which equates to 86% and this now includes a projected underachievement on the efficiency relating to a review of Administration Support.

For Workforce efficiencies there is currently an amount of £0.520m still to be identified in-year from the £2.950m included in the budget. This follows the conclusion of the work in the second phase of the voluntary redundancy programme and the organisational work on vacancies and equates to an average 82% achievement rate across organisational design and workforce scaling.

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%	86%	G	G
Achieve 80% or more of the agreed efficiencies for Organisational Design included within the 2014/15 budget.		N/A – new measure	80%	100%	82%	G	G
Achieve 80% or more of the agreed efficiencies for Workforce Scaling included within the 2014/15 budget.		N/A – new measure	80%	100%	82%	G	G
Achieve 85% or more of the agreed efficiencies for Functional Efficiency included within 2014/15 budget.		N/A – new measure	85%	100%	86%	G	G
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
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Risks to be managed: –

Uncertainty in the level of Welsh Government Funding which represents 80% of the funding of council services

Ensuring that capital and revenue resources are sufficient to operate effectively

The financial settlement from Welsh Government for 2015/16 was confirmed as a 3.4% reduction with an overall budget gap of £16.4m. The risk is currently medium but for future settlements 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>Continued monitoring of budget to ensure resources are sufficient to enable effective operation.</p> <p>Lobby WG for an allocation of any Chancellor's consequentials to supplement the local government settlement for 2015/16.</p> <p>Continue to lobby WG for earlier and timelier indications of future indicative settlements to enable effective and longer term financial planning to be undertaken.</p>	M	M	A	<p>Build on existing business plans that identifying future revenue and capital needs. Clearly identify these needs in future iterations of the MTFP and annual budget proposals for member consideration.</p> <p>Maximise resources available through the use of creative delivery models and identification of further models.</p>	Chief Executive & Corporate Finance Manager	↓	M	H	R	Jun '14

Risks to be managed: -
Gaining Agreement to the financial strategy
Gaining agreement to further efficiency measures from 2015/16 onwards

The financial settlement from Welsh Government for 2015/16 was confirmed as a 3.4% reduction with an overall budget gap of £16.4m. The risk is currently medium but for future settlements 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>Member workshops took place in Oct/Nov to consider budget position and options. Initial budget proposals to Cabinet in December 2014.</p> <p>Ongoing detailed working with the Leadership and Cabinet.</p> <p>Ongoing public engagement and consultation regarding future service provision.</p>	M	M	A	<p>Effective management of the budget process throughout January 2015 including Scrutiny consideration.</p> <p>Completion of options to close the finance gap for 2015/16.</p> <p>Council agreement to the 2015/16 budget proposed by Cabinet in February 2015.</p> <p>Completion of public engagement and consultation work in support of the budget process.</p>	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 £1.786m of efficiencies are unlikely to be achieved which includes the impact of a shortfall in the achievement of workforce efficiencies (including review of admin support).

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>The budget monitoring reports include a detailed appendix on all efficiencies which provide information on specific areas and their level of achievement.</p>	M	M	A	The projected impact on the 2015/16 budget has been reflected in the final budget proposals to Cabinet in Feb.	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)	(Lxl)		(L)	(I)	(Lxl)				(L)	(I)	(Lxl)	
H	H	R	More co-ordinated and challenging review of fees and charges as part of the 2015/16 budget proposals.	M	M	A	Cabinet and Scrutiny consideration (January 2015): - 1. Leading to development of a Corporate Fees and Charges policy. 2. Setting of challenging income strategies.	Corporate Finance Manager	↓	M	M	A	Oct 2014

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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 Council has resulted in more joint tendering.

On a national level we are pursuing opportunities via the Welsh Purchasing Consortium which we joined last 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 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	£263,000	G	G

2. Implement proposals for a joint Flintshire and Denbighshire corporate procurement unit.				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>The Corporate Procurement Units of Flintshire and Denbighshire Councils have been merged on the 1st July 2014.</p> <p>Achievement will be measured through:</p> <ul style="list-style-type: none"> The merger of Flintshire and Denbighshire procurement teams to a single corporate procurement unit serving the two organisations. <p>Achievement Milestones for strategy and action plans:</p> <ul style="list-style-type: none"> 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.

The number of projects procured above £2m is limited, due to a reduction in capital expenditure budgets; however there has been joint working between the Collaborative Procurement Service and Legal Services to develop new contract terms and conditions that will benefit local SME's such as sub-contractors to obtain fair payment within 30 days.

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. There has been more examples of the NPS now beginning to deliver on their work programme with the imminent award of their first batch of framework agreements. The award of such framework agreements will ensure that savings will now start emerging from NPS 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. The imminent rollout of the e-sourcing solution from March 2015 to service areas will ensure that CPR compliance will be strengthened.	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)		
M	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. Training courses dates have now been agreed, which will take place during February and March 2015.	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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Work has continued in relation to our overall strategy and intent of reducing the level of corporate accommodation. We are achieving this as part of our asset management strategy. Currently we are planning accommodation consolidation around phase 4 of County Hall with the overall intent that this will be closed.

Our Community Asset Transfer approach was launched in November 2014, meetings have been undertaken with a number of Town and Community Councils in order to discuss our approach to transfers. We have engaged Flintshire Local Voluntary Council to assist and support organisations in developing business plans and manage the process.

Achievement will be measured through:

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

Achievement Measures	Lead Officer	2013/14 Baseline Data	2014/15 Target	2016/17 Aspirational Target	Current Outturn	Performance RAG	Outcome Performance Predictive RAG
CAM/001b (i) - Percentage of the total value of required maintenance to Priority 1 (Urgent) Works	Chief Officers – Organisational Change	1.4%	1.6%	2%	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%	16%	G	G
Reduction in other operational assets (square meters) excluding schools		N/A – new measure	2%	5%	5%	G	G
Number of assets transferred to the community through Community Asset Transfer or other mechanism		2	2 - 4	8 - 10	3	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>Services continue to be moved to web based transactions and other modes of channel shift which will reduce the reliance on face to face and telephone services reducing transaction costs and providing core face to face services through our Flintshire Connects facilities.</p> <p>The website has been refreshed so as to make this more attractive and welcoming to users and promote increased web transactional activity.</p> <p>We are reviewing the utilisation of buildings within Mold Campus site as part of the current business planning and budget setting process.</p> <p>Work will continue around the exploration and potential closure of phase four County Hall and work is also underway to consider how to maximise the use of phase one</p>	L	L	G	<p>Continue to move services to remote access and web based transactions, to reduce transaction costs.</p> <p>Ensure Connects have capability for remote transaction and bill payment. In addition to the above our</p> <p>Provision of alternative facilities to ensure that service delivery and accessibility to services by our customers is maintained.</p> <p>We have commenced reviewing expressions of interest submitted by a</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>reception to ensure our customers' access to services is retained/ enhanced.</p> <p>Options are currently being reviewed in order to vacate the old reference library and determine future use of the site.</p> <p>CAT policy was re-launched on 3rd Nov 2013 and all Town and Community Councils have been advised of available assets in their areas.</p> <p>Meetings with a number of Town and Community Councils have taken place to present and explain process and support them moving forward, this will continue.</p> <p>FLVC appointed to monitor initial applications and assist with business modelling by groups.</p> <p>Resources continue to be allocated for collation of asset information in relation to the CAT process and to enable legal completion within a satisfactory timescale.</p>				number of interested groups, and cleared these for groups to develop their business cases.						

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	<p>We obtained capacity bids from the Flintshire Futures Board which have were been supported and additional resources are to be recruited to support activity.</p> <p>Rationalisation delivery team already in place.</p> <p>Engagement with partner organisations to support Flintshire Connects.</p> <p>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.</p>	L	L	G	No further actions at this time.	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, working with them to increase the levels of agile working through the provision of new hardware (primarily laptops) and software (running 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> <p>Work continues towards a decant of phase 4. Detailed project plan being developed. We are seeking a solution around a low cost no cost approach utilising as much furniture as possible to make this work.</p>	L	L	G	<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. This will require system storage capacity increases to accommodate memory use.</p>	Chief Office Organisational Change	↔	L	M	G	Jun '14

Risks to be managed: Ensuring that buildings are used effectively to match our priorities
(This risk was previously reported under the Carbon Control and Reduction Improvement Plan Sub-priority)

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>Work continues to reduce paperwork and document storage through Electronic Data Management</p> <p>We continue to review the use of our estate and are currently formulating plans around the closure of phase 4 County Hall and considering the future use of the main reference library on the County Hall campus site.</p> <p>Work continues towards a decant of phase 4. Detailed project plan being developed. We are seeking a solution around a low cost no cost approach utilising as much existing furniture as possible to make this work.</p>	L	L	G	No further actions at this time.	Chief Officer Organisational Change	↔	L	L	G	Jun '14

**Improvement Plan Progress
January 2015**

			<p>Continue to roll out agile working and enable staff to work in an agile or mobile way. Continue to support services in the adoption of new working ways</p> <p>Continue to ensure that services and teams are located/ co-located to maximise efficiencies.</p>										
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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
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Three Connects Centres are established through the county.

The depth of knowledge of devolved services has developed significantly resulting in more customers being dealt with at the first point of contact. Examples include the Housing Options, Supporting People and Blue Badges. The council's customer relationship management system has been developed further to record contact relating to housing options meaning that there is now one central record of customer contact that can be accessed by relevant staff in order to support a customer. Flintshire Connects staff have undergone training to develop their knowledge of housing matters. This has helped to roll out housing support across all centres.

A cash payment machine will be available at the Mold Library during Qtr 4 and library staff will be trained to deal with the type of queries previously dealt with by the Mold Cash Office. The Mold Cash Office will close.

- 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	A	G
IPME6M2 - Scale of use of all Flintshire Connects Centres (footfall)		43,656	70,000	100,000	61,509	G	G
Range of services provided		Holywell only = 36	36	36	36	G	G
IPME6M3 - Customer satisfaction rating		Holywell only = 100% <i>based on verbal feedback</i>	90%	90%	100%	G	G

2. Review and improve our Customer Service Standards.				
Progress Status	Progress RAG	G	Outcome RAG	G
<p>A significant improvement in complaints handling has been made in quarter three with 87% of Step 1 complaints receiving a response within 10 working days. Following a revision to the Compliments, Concerns and Complaints policy, Step 1 complaints are now allocated directly to service managers (the role of the Directorate Complaints Officer has been removed) whom are supported by Customer Services to ensure complainants receive a timely response and are kept informed.</p> <p>The revised customer services policy has been approved for formal customer consultation which will take the form of a web campaign and questionnaire over the next few months.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Customer satisfaction ratings <p>Achievement Milestones for strategy and action plans</p> <ul style="list-style-type: none"> 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%	87%	G	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	A	Outcome RAG	A
<p>335,752 people used Flintshire’s website during the period October – December which is a small reduction compared to quarter two. However, it should be noted that this figures includes the Christmas holidays which traditionally leads to a reduction in visitors to the website.</p> <p>Preparations were made during quarter two for the launch of the new on line application process for school admissions in January 2015. The new process was publicised in advance of the launch date through the website and social media.</p> <p>There continues to be an increase in the number of registrations to Flintshire’s mobile app. It should be noted that we can only report on the number of registrations and not the number of downloads (anonymous users) which is likely to be higher.</p> <p>The volume of enquiries received via the mobile app continues to increase with 1,355 enquiries submitted since the app was launched in September 2013.</p> <p>The use of the website for campaigns such as the recent Big Budget Conversation consultation and Community Asset Transfer promotion demonstrates how the website is being utilised as a customer consultation tool.</p> <p>The use of social media to request information, complain or compliment Council services continues to increase. The corporate Twitter account has 7,929 followers on the English account (@FlintshireCC) and 314 followers on the Welsh account (@CSyFflint). The Council has a seen a 35% increase in the number of English followers since April, and 66% increase on the Welsh account. Twitter continues to be a key channel in promoting Council services which is evident in the recent marketing and promotion of school admissions online. The percentage of website users satisfied with their visit and not found what they were looking for has not met our target. This feedback has not been available for the past year. A full analysis of the survey results will now begin to identify areas of weakness so that plans to address this can be developed.</p>				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> ▪ 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	978,313	A	R
IPME6M5a - Customer feedback: satisfied with visit to website * Desktop version Mobile version		Not Available	80%	85%	56% (Desktop) ** 61% (Mobile) **	R	A
IPME6M6 - Take-up of Flintshire's Mobile App		293	200	200	671	G	G
IPME6M5b - Customer feedback: successfully found what they were looking for * Desktop version Mobile version		Not Available	80%	85%	58% (Desktop) ** 62% (Mobile) **	R	A
IPME6M7 - No. of enquiries received via the mobile app		393	150	150	1,355	G	G

* Website take up survey

** This is the first quarter (Q3) that this data has been available broken down by desktop and mobile separately.

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. Responsibility for project now transferred to Customer Services Manager with management responsibility for Connects. 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 	L	L	G	<ul style="list-style-type: none"> Preparatory work underway to develop a new Customer Services Strategy Flintshire Connects roll out to be planned to take account of individual location business cases Work towards delivery of all appropriate front line services from Flintshire Connects Centres across the county to support organisational business planning and achieve efficiencies. 	Chief Officer, Community & Enterprise	↓	L	L	G	Jan 15

			<p>survey conducted for two weeks each quarter.</p> <ul style="list-style-type: none"> • Monitoring of visitors to Flintshire Connects Centres. • Contact centre development to align to new Chief Officer portfolios. • Plan agreed by Chief Officers to roll out services to Flintshire Connects. 				<ul style="list-style-type: none"> • 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. 					
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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"> On line e-forms being developed Customer feedback survey re-introduced Development of digital on line services Encouraging customers to 'self-serve' using internet access at libraries and Connects Centres Providing equal access to Flintshire Website through desktop and mobile devices. 	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. Socitm Website take up survey to be analysed. Flintshire Connects & customer services staff to encourage customers to access services on line. Where possible offer access to digital service only On-going use of social media (Twitter) to publicise information. 	Chief Officer, Community and Enterprise	↓	L	L	G	Jan 2015

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. Report on number of visitors to Flintshire Connects centres and trends. Regular customer satisfaction surveys 	L	L	G	<ul style="list-style-type: none"> Encourage customers to provide feedback. 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	Jan 2015

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 Cash payment machines implemented 	L	L	G	<ul style="list-style-type: none"> Face to face customer contact for council services to be directed to Connects. 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. Continuous encouragement of customers to use alternative methods of payments. Increase in transactional services available on website. 	Chief Officer, Community & Enterprise	↓	L	L	G	Jan 2015

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	G	Outcome RAG	G
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- 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.**

A modernised and shorter approach to job design and job evaluation was agreed in December 2014. The new process is being piloted in Streetscene and Transportation. The approach focuses on early consideration of the organisational design principles, leading to more consistent and effective job design and a slicker job evaluation process and outcome. The first batch of roles to be panelled using this method is expected to be completed in early March 2015.

- 2. Employee Development and Talent Management – including employee engagement, talent management, behaviour and competencies development, learning and skills development.**

This revised scheme has been approved by the Chief Executive and the Chief Officer Team. The Chief Officers are currently implementing the scheme with their Senior Management teams, with the aim that all senior management appraisals will be complete by the end of March. The new process includes an assessment against the competencies as well as a talent assessment which seeks to encourage career discussions to will aid succession planning.

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.

No new developments this quarter.

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

Implementation of the pay model as part of Single Status has been achieved with effect from 1 June 2014. Residual work relating to appeals on maintenance will be completed by the beginning of March 2015 and it is anticipated that results for maintenance will continue to the appeal stage with estimated completion by May 2015. The majority of Equal Pay claims brought prior to 23 August 2013 have been settled through COT3 signing process for current employees in November 2014. There are approximately 50 revised settlement offers pending. The COT3’s for claimants who have left the Council have been issued via the claimant representatives and the Council is awaiting receipt of signed COT3’s prior to making payment. The settlement approach for claims brought after August 2013 is to be agreed with Geldards, our legal advisers.

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 and tracking of outcomes including ratings on performance and development requirements – roll out commenced January 2015.

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	10.38 days/shifts	9.6 days/shifts	8.3 days/shifts	10.36 days	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	£2.018m (2.6% increase against Q3 13/14)	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	An ongoing programme of development is underway. 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	Fortnightly meetings take place with the recognised Trade Unions (including Schools) during which updates in relation to proposed changes are provided. Workforce communications are provided periodically, as necessary via Change Exchange (Senior Managers) in the first instance, so that they are sufficiently briefed and able to respond to queries from their respective teams.	M	M	A	The fortnightly meetings with the Trade Unions are scheduled for the remainder of the year.	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. The Single Status Governance Group meet on a quarterly basis and ensure that the Pay and Grading Policy is being adhered to fully. An Equal Pay audit will take place annually to identify any areas for concern in relation to equal pay and to make sure that these are managed. The first meeting of the group was held in October 2014. The second Governance meeting has taken place in January 2015 and is scheduled every quarter. No issues were identified for concern.	L	M	G	No further actions at this time.	Chief Officer - People & Resources	↓	L	L	G	Apr 15

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 12 MARCH 2015**

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

SUBJECT: **REVENUE BUDGET MONITORING 2014/15 (MONTH 9)**

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Revenue Budget Monitoring 2014/15 (Month 9) report and the Capital Programme 2014/15 (Month 9) report.

2.00 BACKGROUND

2.01 Revenue Budget Monitoring 2014/15 (Month 9)

The Revenue Budget Monitoring 2014/15 (Month 9) report will be presented to Cabinet on 9 March 2015. A copy of the report is attached as Appendix A to this report.

2.02 Capital Programme 2014/15 (Month 9)

The Capital Programme 2014/15 (Month 9) report will be presented to Cabinet on 9 March 2015. 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 9) report.
Appendix B – Capital Programme 2014/15 (Month 9).

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

**Contact Officer: Sara Dulson
Telephone: 01352 70 2287
Email: sara.dulson@flintshire.gov.uk**

FLINTSHIRE COUNTY COUNCIL**REPORT TO:** **CABINET****DATE:** **TUESDAY, 17 MARCH 2015****REPORT BY:** **CORPORATE FINANCE MANAGER****SUBJECT:** **REVENUE BUDGET MONITORING 2014/15 (MONTH 9)****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 9 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 8
	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 9 is as follows:

Council Fund

- Net in year expenditure forecast to be £1.978m lower than budget.
- Projected contingency reserve balance at 31 March 2015 of £4.919m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.304m less than budget.
- Projected closing balance as at 31 March 2015 of £1.470m

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3.00 COUNCIL FUND LATEST 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. This work is now substantially complete and revised workforce budgets have now been allocated to portfolio areas to meet the costs of their workforce establishment (base pay, allowances and vacancies). The outcome of this work is now reflected in the figures below, though there are some outstanding queries which may result in minor adjustments in future periods.

3.03 The table below shows projected in year expenditure to be £1.978m less than budget.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend	
				Month 8	Month 9
				£m	£m
Social Services	59.889	58.571	58.617	0.196	0.046
Community & Enterprise	14.368	13.361	12.519	(0.905)	(0.842)
Streetscene & Transportation	28.381	29.291	29.449	0.235	0.158
Planning & Environment	6.394	5.777	5.612	(0.131)	(0.165)
Education & Youth	97.167	96.539	96.585	0.053	0.046
People & Resources	5.395	4.858	4.850	0.034	(0.008)
Governance	8.821	8.476	8.656	0.183	0.180
Organisational Change	9.738	10.030	10.139	0.247	0.109
Chief Executive	2.160	3.247	3.151	(0.075)	(0.096)
Central & Corporate Finance	22.863	25.026	23.620	(0.851)	(1.406)
Total	255.176	255.176	253.198	(1.014)	(1.978)

3.04 The reasons for all movements from Month 8 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 8 to month 9**

Changes in revised budget over month 8 relate to adjustments relating to the single

APPENDIX A

status rebasing exercise. Although this work is substantially complete there are still some outstanding queries which will require subsequent adjustments to portfolio budgets.

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 and includes a projected under achievement of the VFM efficiency relating to the Review of Administrative Support.

3.09 The analysis shows that it is currently projected that £7.588m (86%) will be achieved resulting in a net underachievement of £1.252m. Details for the current 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	4.829	4.829	0.000
Achievable in Part	2.318	1.116	(1.202)
Not Achievable	0.050	0.000	(0.050)
Total	8.840	7.588	(1.252)

3.10 Workforce Efficiencies

The 2014/15 budget report also contains £3.1m of Workforce Efficiencies. As previously reported there was an in year pressure of £0.621m once the underspend on investment costs was offset.

Within Month 9 work has been undertaken to identify further in year vacancies which has improved the position further by £0.501m. This has now reduced the in year unachieved workforce efficiencies in 2014/15 to £0.120m.

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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 (NSI) (Fuel, Energy and Food) are held centrally and allocated out to portfolio areas only where a funding need is evidenced. All allocations of NSI have now been made to departments where there has been an evidenced need and this has resulted in an underspend of £0.015m on the amount required for food and an underspend of £0.102m on fuel, which has increased from month 8 due to a reduction in the amount of inflation required.

5.00 MONITORING BUDGET ASSUMPTIONS AND RISKS

5.01 Existing risks

- Out of County Placements – the risk is the volatility in demand and the impacts on service costs which cannot be predicted. Service fluctuations are being accommodated within the combined budgets of the Social Services and Education Chief Officer portfolios in-year. Status: stable/amber risk
- Former Euticals Site – the risks are the significant cost options for the decommissioning, decontamination and clearance of the former chemical site in Sandycroft and the cost burden for the Council (noting that negotiations with Welsh Government are ongoing). Monthly costs for ongoing security and maintenance of the site are in the region of £0.030m and are accumulating within the financial year. Status: unstable/red risk
- Schools ICT Infrastructure – the risk is the loss of schools income from buying into the service due to a planned change to delivery of ICT in schools. The new service model is at an advanced stage of planning with the full involvement of schools and is to be adopted shortly with a good degree of confidence. Status: stable/amber risk
- Winter Maintenance – the risk is the additional cost of managing the highways network should we experience a severe winter. At a mid-point in the season the winter can be classed as an average one which should mean that the budget provision is sufficient, noting that a ring-fenced reserve is held to draw upon should the situation deteriorate. Every salting turnout in excess of an average winter would result in an additional cost of £0.005m, however if there were to be a prolonged snow event the additional costs would rise significantly to £0.040m per day. Status: stable/amber risk
- Single Status – the risk is the possible unintended impacts on workforce establishment budgets as a consequence of the re-basing of the total corporate budget for employees following the introduction of Single Status. This complex rebasing exercise is nearing completion with no adverse impacts at this stage, however, the exercise is not yet complete. Status: stable/amber risk

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- Council Tax – the risk is the volatility of the Council Tax Reduction Scheme and collection rates as it is customer demand and compliance led. A budget under-spend reported under Community Enterprise in appendix 2 and is based on current usage patterns. These patterns could change and impact negatively on the in-year and 2015/16 budgets. Status: stable/amber risk

5.02 Changes to previously reported risks

- Workforce Efficiencies – the risk is the under achievements of workforce financial efficiency targets. As previously reported the efficiency targets have been reviewed and adjusted. The impact for 2014/15 has been reduced to a net shortfall of £0.120m due to the further identification of vacancy savings. The 2015/16 impact has been dealt with as part of the 2015/16 budget. The risk remains open as the 2015/16 budget is only in draft form at this stage. Status: stable/green risk

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 8, the projected balance on the contingency reserve at 31 March 2015 is £4.919m. This is summarised in Appendix 4.

7.00 HOUSING REVENUE ACCOUNT

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- 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.
- 7.03 The position at Month 9 is reporting an overall projected underspend of £0.304m and a projected closing balance at month 9 of £1.470m, which at 4.89% 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 RECOMENDATIONS

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 The financial implications are set out in Sections 3.00 – 7.00 of the report.

11.00 ENVIRONMENTAL IMPACT

11.01 None

12.00 EQUALITIES IMPACT

12.01 None

13.00 PERSONNEL IMPLICATIONS

13.01 None

14.00 CONSULTATION REQUIRED

14.01 None

15.00 CONSULTATION UNDERTAKEN

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15.01 None

16.00 APPENDICES

- 16.01 Council Fund – Movement in Variances from Month 4 – Appendix 1
- Council Fund – Budget 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 9)
Summary of Movement from Month 8**

	£m	£m
Month 8		
Portfolios	(0.163)	
Central and Corporate Finance	(0.851)	
Variance as per Cabinet Report		(1.014)
Month 9		
Portfolios	(0.572)	
Central and Corporate Finance	(1.406)	
Variance as per Directorate Returns		(1.978)
Change Requiring Explanation		(0.964)
<u>Social Services</u>		
Services For Adults		
• Disability Services (Resources & Regulated Services) - Supported Living (Independent Sector) - net additional income of £0.293m from Health Board in respect of joint fund placements previously in dispute, revised projection reducing current placements by £0.093m, plus other minor underspends of £0.027m.	(0.413)	
• Localities (Locality Teams) - A reduction on Residential Care of £0.059m, due to decreases in nursing costs of £0.046m and Residential care costs of £0.019m offset by a minor reduction of income of £0.006m. A reduction in Domiciliary Care £0.059m, due to decrease in domiciliary support costs of £0.020m and a reduction of £0.038m within direct payments, which reflects current care packages. Plus a reduction due to minor variances of £0.012m.	(0.130)	
• Disability Services (Forensic Budget) - A placement's costs had previously been understated by £0.114m offset by a reduction due to minor variances of £0.006m.	0.108	
• Other minor changes of less than £0.025m for Services for Adults	(0.130)	
Subtotal: Services For Adults		(0.565)
Development & Resources		
• Vacancy control account - one-off vacancy savings returned to Central & Corporate Finance as contribution towards Corporate workforce efficiency targets	0.314	
• Business Services Income - increase in provision for bad debts (£0.027m), plus recent reduction in average weekly charge per service user based on financial assessment £0.033m).	0.060	
• Good Health team - one off vacancy savings returned to Central & Corporate Finance as contribution towards Corporate workforce efficiency targets (-£0.069m) less other minor variance movements (£0.014m).	0.055	
• Other minor changes of less than £0.025m	(0.087)	
Subtotal: Development & Resources		0.342
Services For Children		
• Professional Support - Movement to reflect changes to current direct payments and other care commitments.	(0.055)	
• Family Placement - increase in relation to numbers of Foster Care placements.	0.060	
• Other minor changes of less than £0.025m	0.068	
Subtotal: Services For Children		0.073
Total: Social Services		(0.150)

Community & Enterprise

Customer & Housing Services	
• Additional support from Supporting People towards homelessness	(0.025)
• New expenditure in respect of SHARP procurement	0.090
• Other minor changes of less than £0.025m	0.010
Subtotal: Customer & Housing Services	0.075
Supporting Services	
• Telecare/Carelink purchase and maintenance	0.057
• Other minor changes of less than £0.025m	(0.016)
Subtotal: Supporting Services	0.041
Regeneration	
• Other minor changes of less than £0.025m	(0.008)
Subtotal: Regeneration	(0.008)
Revenues & Benefits	
• Reduced surplus on Council Tax Collection Fund	0.055
• Other minor changes of less than £0.025m	(0.002)
Subtotal: Revenues & Benefits	0.053
Customer Services	
• Flintshire Connects underspend	(0.090)
• Other minor changes of less than £0.025m	(0.008)
Subtotal: Customer Services	(0.098)
Total: Community & Enterprise	0.063

Streetscene & Transportation Portfolio

Streetscene	
• Waste Disposal/Collection - anticipated reduction in agency staff to year end	(0.041)
• Other minor changes of less than £0.025m	(0.006)
Subtotal: Streetscene	(0.047)
Highways Strategy & Traffic Services	
• Aggregate minor changes of less than £0.025m	(0.037)
Subtotal: Highways Strategy & Traffic Services	(0.037)
School Transport	
• Other minor changes of less than £0.025m	0.007
Subtotal: School Transport	0.007
Total: Streetscene & Transportation	(0.077)

Planning & Environment Portfolio

Planning	
• Other minor changes of less than £0.025m	(0.022)
Subtotal: Planning	(0.022)
Public Protection	
• Other minor changes of less than £0.025m	0.011
Subtotal: Public Protection	0.011
Other Services	
• Energy Services - Income received from Display Energy Certificates	(0.014)
• Public Rights of Way - Expenditure originally allocated to Revenue but subsequently transferred to Capital	(0.013)
• Drainage - reduction in estimated income	0.020
• Other minor changes of less than £0.025m	(0.007)
Subtotal: Other Services	(0.014)
Management Support & Performance	
• Other minor changes of less than £0.025m	0.005
	0.005
Greenfield Valley Heritage Park	
• Other minor changes of less than £0.025m	(0.014)
	(0.014)
Total: Planning & Environment	(0.034)

Education & Youth

Inclusion Services	
• Inclusion & Behaviour Support - minor variances	(0.015)
• Out of County - 3 new placements	0.023
Subtotal: Inclusion Services	0.008
Access (School Planning & Provision)	
• School Planning - minor variances	0.016
• School Provision - minor variances	(0.024)
Subtotal: Access (School Planning & Provision)	(0.008)
Youth Services (minor variances of less than £0.025m)	
• Adult & Community Education - Minor Variances	0.004
• Youth Justice Service - Minor Variances	0.001
• Youth & Community Service - Minor variances	0.001
Subtotal: Youth Services	0.006
Commissioning & Performance	
• Management	0.007
• Business Support - Minor variances	(0.019)
Subtotal: Commissioning & Performance	(0.012)
School Management & Information	
• Regional Capita One	(0.001)
Subtotal: School Management & Information	(0.001)
Total: Education & Youth	(0.007)

People & Resources

HR & OD	
• Minor changes of less than £0.025m	(0.017)
Subtotal: HR & OD	(0.017)
Corporate Finance	
• Workforce pay variances due to reallocation of costs to grant funding (£0.007m). Minor variances (£0.018m).	(0.025)
Subtotal: Corporate Finance	(0.025)
Total: People & Resources	(0.042)

Governance

ICT	
• Variances are due to a decrease in projected income for digital print (£0.012m) and an increase in agency projection (£0.020m).	0.032
	<hr/>
	0.032
Minor variances of less than £0.025m	
• Legal Services	(0.007)
• Democratic Services	(0.002)
• Internal Audit	(0.008)
• Support Services	(0.018)
	<hr/>
Total minor variances of less than £0.025m	(0.035)
	<hr/>
Total: Governance	(0.003)

Organisational Change

Minor variances of less than £0.025m	
• Public Libraries & Arts, Culture & Events	(0.020)
• County Archives	(0.003)
• Leisure Services	(0.004)
• Community & Assets	0.003
• Valuations & Estates	(0.021)
• Engineering Services	0.005
• Facilities	(0.024)
	<hr/>
Total minor variances of less than £0.025m	(0.064)
Property Design & Consultancy	
• Within the service area savings have been made on conditional survey costs and consultancy costs.	(0.074)
	<hr/>
Subtotal: Property Design & Consultancy	(0.074)
	<hr/>
Total: Organisational Change	(0.138)

Chief Executive

• Minor changes of less than £0.025m	(0.021)
Total: Chief Executive	(0.021)

Central & Corporate Finance

• Investment Costs	0.256
• Admin Review	(0.114)
• Workforce Efficiencies	(0.643)
• NSI Fuel Distribution	(0.048)
• Other minor variances	(0.006)
Total: Central & Corporate Finance	(0.555)

Total Changes**(0.964)**

MONTH 9 - 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)	14.303	14.497	0.194	0.324	There is an overall improvement in this area, however, there remains a fairly stable level of overspend of £0.857m within Domiciliary Care, influenced by clients returning to the service following successful past rehabilitation, the changing demographic profile, increased complexity of need and increasing numbers of people with dementia. The significant projected overspend on domiciliary care is being offset by a projected underspend of £0.617m on residential care, which includes an underspend of £0.146m on payments to care home providers, an underspend of £0.316m due to an increase in the level of property related income, plus further increases in income above budget including £0.155m for free nursing. Other variances amount to a net underspend of £0.046m.	Keep under review.
Social Services for Adults - Resources & Regulated Services (Intake & Reablement)	5.738	5.526	(0.212)	(0.203)	Residential Care has a net underspend of £0.094m, due to additional income of £0.219m (being increased client contributions of £0.149m and new one-off grant income of £0.070m) and a projected underspend of £0.011m on pay costs. These underspends are offset by overspends on Premises costs of £0.067m (mainly utilities costs) and Supplies & Services £0.069m (mainly on catering charges). There are further underspends of £0.070m on Extracare facilities, and £0.048m on day care.	Keep under review.
Social Services for Adults - Transition and Disability Services (Disability Services)	0.525	0.618	0.093	0.094	The projected overspend is mainly due to the cost of the support arrangements provided by Penderels in respect of direct payments. This accounts for £0.065m of the total projected overspend of £0.093m.	Keep under review.
Social Services for Adults - Disability Services (Disability Services)	1.830	2.082	0.252	0.270	Increase in projected expenditure due to two new service users being charged to this service.	Keep under review.

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Social Services for Adults - Resources & Regulated Services (Disability Services)	15.673	14.936	(0.737)	(0.324)	Independent Sector Supported Living projected underspend of £0.625m, which is mainly influenced by net additional income of £0.293m from BCUHB in respect of previously disputed joint funded placements, and a underspend on residential placement costs of £0.296m. Other minor variances amount to a net underspend of £0.036m. The new income being received from BCUHB will help to achieve the new budget efficiency from 2015/16 in this area. In-house supported living projected underspend of £0.124m which is mainly due to additional income from joint funded placements £0.132m offset by minor overspends £0.008m. There is an overspend of £0.012m due to minor variances.	Keep under review.
Social Services for Adults - Safeguarding Co-ordinator (Localities)	0.218	0.283	0.065	0.043	The adverse variance is due to increased costs for agency staff and medical advice required for Deprivation of Liberties Safeguarding Assessments (DOLS). This reflects a part year impact of the recently approved full year pressure from 2015/16.	Keep under review.
Social Services for Adults Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.803	0.932	0.129	0.129	Changes in Residential and Domiciliary packages along side additional new package totalling £0.122m. Various other minor variances amount to a net overspend of £0.007m.	Keep under review.
Social Services for Adults - Forensic Budget (Mental Health & Substance Misuse Service)	0.315	0.173	(0.142)	(0.135)	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.
Social Services for Adults - Vulnerable Adults and Disability Service (Disability Services)	1.830	2.082	0.252	0.270	Reflects costs of current projected care packages and residential care overspend of 0.404m offset by joint funded income from BCUHB of £0.143m. Various other minor variances amount to a net underspend of £0.009m.	Keep under review.

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Other Services for Adults variances (aggregate)	3.951	3.489	(0.462)	(0.471)	Various minor variances.	Continue to review but not expected to be recurrent.
Development & Resources - Business Services - Income	(1.573)	(1.801)	(0.228)	(0.235)	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.
Other Development & Resources variances (aggregate)	2.458	2.480	0.022	(0.313)	Various minor variances.	Continue to review but not expected to be recurrent.
Children's Services - Family Placement	2.227	2.487	0.260	0.200	The £0.260m overspend is 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 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.
Children's Services - Professional Support	5.216	5.365	0.149	0.204	This projected overspend is due mainly to increased direct payments of £0.149m for Children's Integrated Disability Services (CIDS).	Keep under review.
Children's Services - Out of County placements	3.428	3.677	0.249	0.262	The projected overspend is mainly influenced by an increased number of complex care packages.	Keep under review.
Children's Services - Prevention & Support	0.103	0.162	0.059	0.056	Projected overspend £0.059m due to Southwark judgement related costs.	Keep under review.
Other Services for Children variances (aggregate)	1.526	1.629	0.103	0.025	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	58.571	58.617	0.046	0.196		

MONTH 9 - 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	1.019	0.996	(0.023)	(0.098)	An additional cost £0.028m is projected to occur due to a lower level of support recharge to the Council Fund from the HRA. Estimated underspend of £0.119m on Homeless Accommodation including a re-evaluation of B&B accommodation projections and Homeless Prevention Fund income. Additional support to Homelessness from Supporting People is identified for £0.025m. New expenditure in respect of SHARP procurement £0.090m. £0.003m overspend due to other minor variances.	Continue to monitor and review.
Supporting People	0.193	0.276	0.083	0.042	Increased costs towards the purchase and maintenance of Carelink/Telecare equipment of £0.072m. Other minor variances identified £0.011m.	Continue to monitor and review.
Regeneration	0.485	0.493	0.008	0.016	Estimated shortfall of £0.032m in markets due to increased waste removal costs and loss of income, exacerbated by Welsh Water works in Mold. Additional income identified through monitoring £0.013m. Other minor efficiencies of £0.011m.	Continue to monitor and review.
Revenues & Benefits	10.999	10.166	(0.833)	(0.886)	Underspend due to an anticipated surplus on the Council Tax Collection Fund of £0.559m. Projected underspend of £0.257m on the budgeted provision for the Council Tax Reduction Scheme. The underspend on this area is volatile and can be subject to change later in the year. £0.017m efficiency due to minor variances.	Continue to monitor and review.
Customer Services	0.665	0.588	(0.077)	0.021	£0.016m pressure due to reduced Welsh Translation recharge income. Underspend in respect of Flintshire Connects of £0.090m. Underspends due to other minor variances £0.003m.	Continue to monitor and review.
Total Community & Enterprise	13.361	12.519	(0.842)	(0.905)		

MONTH 9 - 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	7.369	7.501	0.132	0.173	Additional costs of overtime and use of Agency personnel due to high number of vacancies to maintain the necessary service provision is resulting in a projected overspend of £0.086m. Increased cost of Food Waste disposal of £0.046m due to the cost per tonne increasing.	Business Planning proposals 2015/16 will remove vacancies, otherwise the posts will be filled. Budget Pressure bid submitted for 2015/16 budget for full year effect.
Streetscene - Highways Maintenance	1.158	1.163	0.005	(0.008)	Increased expenditure on Hire, materials and Sub Contractors.	Monitor Expenditure levels, Hire costs expected to reduce in accordance with reduced grounds maintenance requirements.
Fleet Services	4.434	4.434	0.000	0.000	Outturn includes the allocation for Non standard inflation of £0.130m (total budget of £0.177m currently held corporately) for projected total fuel costs in 2014/15.	Overspend of £0.130m has been mitigated by Corporate NSI allocation.
Business & Strategy	1.868	1.899	0.031	0.040	Knight Owl Security cost of Alarm / Security Provision at Alltami Depot.	Depot Budgets to be realigned in 2015/16 to mitigate ongoing cost into the future.
Transportation	1.386	1.343	(0.043)	(0.043)	Bus Subsidy payments to Bus Operators. Expenditure commitment reduced based on decreasing contract levels.	Part of Business Planning proposals for 2015/16.
Streetworks	0.041	0.042	0.001	0.007	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures.	Use of £0.020m Portfolio Balance at Period 8. Income is also moving in a positive direction so variance will hopefully be further mitigated by financial year end.
Aggregate of other Variances	13.035	13.067	0.032	0.066	Minor Variances.	Continue to review all commitments to attempt to mitigate variances.
Total Streetscene & Transportation	29.291	29.449	0.158	0.235		

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Planning	1.467	1.376	(0.091)	(0.069)	Levels of Planning Fee income remain variable, with a slight reduction in fees received Period 09.	Planning Fee Income levels will be closely monitored.
Public Protection	2.522	2.522	0.000	(0.011)	Minor Variances.	Continue to maintain commitment challenge across the service.
Management Support & Performance	0.761	0.712	(0.049)	(0.054)	Vacancy Budget allocated following Single Status implementation inclusive of staff savings to date.	Will be reviewed as part of monthly pay budget monitoring.
Energy Services (including closed Landfill Sites and Electricity Generation)	0.062	0.043	(0.019)	(0.005)	At Period 9 further commitment challenge has been successful in reducing Repairs & Maintenance and Equipment Rental costs.	Monitor Income Generation Levels for Gas Engines.
Public Rights of Way	0.380	0.378	(0.002)	0.011	Specific items of expenditure within PROW have been identified as Capital Works and have been transferred accordingly.	Continue to review but not expected to be recurrent.
Greenfield Valley & Heritage Park	0.289	0.275	(0.014)	0.000	Commitment Challenge through monitoring has resulted in a reduction in the expected outturn.	Continue to review.
Aggregate of other Variances	0.296	0.306	0.010	(0.003)	Minor Variance.	Continue to review.
Total Planning & Environment	5.777	5.612	(0.165)	(0.131)		

MONTH 9 - 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	43.886	43.886	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.	Continue to review.
Secondary, 14 -19 & Continuing Education	36.739	36.758	0.019	0.019	Minor Variance.	Continue to review.
Inclusion Services	13.213	13.323	0.110	0.102	This is a volatile budget and one additional placement can make a significant change to projections. 2 new Out of County placements in October adversely affected this budget. 2 new placements and an emerging placement were received during November. In addition to this an increase in 1 to 1 support of 2 clients created a further £0.38m cost.	Education placements may change throughout the year. Detailed monitoring will continue.
Access (School Planning & Provision)	0.716	0.717	0.001	0.009	Minor Variance.	Continue to review.
21st Century Schools	0.067	0.067	0.000	0.000	Minor Variance.	Continue to review.
Youth Services	1.421	1.419	(0.002)	(0.008)	Minor Variance.	Continue to review.
Commissioning & Performance	0.314	0.251	(0.063)	(0.051)	Reduction in external legal costs associated with school staff. Tightening of uptake of subscriptions, plus other minor variances.	Continue to review.
School Management & Information	0.183	0.164	(0.019)	(0.018)	Minor Variance.	Continue to review.
North East Wales School Library Service	0.000	0.000	0.000	0.000	No Variance.	
Total Education & Youth	96.539	96.585	0.046	0.053		

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
People & Resources						
HR&OD	2.394	2.416	0.022	0.039	Minor Variances.	Continue to review.
Corporate Finance	2.464	2.434	(0.030)	(0.005)	Minor Variances.	Continue to review.
Total People & Resources	4.858	4.850	(0.008)	0.034		
Governance						
Legal Services	0.834	0.994	0.160	0.167	£0.131m pressure due to Litigation around local land charges. Overspend due to other minor variances of £0.009m. Agency costs £0.020m.	Litigation around land charges is a one-off non-recurring cost for this financial year.
Democratic Services	1.979	1.947	(0.032)	(0.030)	Minor Variances.	Continue to review but not expected to be recurrent.
Internal Audit	0.414	0.403	(0.011)	(0.003)	Minor Variances.	Continue to review but not expected to be recurrent.
Procurement	0.218	0.219	0.001	0.001	Minor Variances.	Continue to review but not expected to be recurrent.
Support Services	0.716	0.691	(0.025)	(0.007)	Minor Variances.	Continue to review but not expected to be recurrent.
Records Management	0.168	0.189	0.021	0.021	Minor Variances.	Continue to review but not expected to be recurrent.
ICT	4.147	4.213	0.066	0.034	Overspend is due to Oracle License review of £0.040m, a pressure on the software budget for £0.036m and the cost of Agency costs £0.207m. These costs are being offset by vacancy savings of £0.195m and surplus income on digital print of £0.038. The balance is due to minor overspends of £0.016m.	The pressure due to the Oracle review is in-year only.
Total Governance	8.476	8.656	0.180	0.183		

MONTH 9 - 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	1.885	1.874	(0.011)	0.009	Minor Variance.	Continue to review.
Museums Service	0.062	0.058	(0.004)	(0.004)	Minor Variance.	Continue to review.
County Archives	0.254	0.249	(0.005)	(0.002)	Minor Variance.	Continue to review.
Leisure Services	4.153	4.186	0.033	0.037	The projected outturn for Leisure Services is an overspend of £0.033m 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 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. £0.001m relates to minor variances underspend.	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	0.060	0.060	0.000	(0.003)	No Variance.	
Valuation & Estates	(0.997)	(1.018)	(0.021)	0.000	Minor Variance.	Continue to review.
Property Design & Consultancy	2.845	2.972	0.127	0.201	The projected overspend of £0.127m relates to anticipated loss of income linked to reconsideration of the new Secondary School in Queensferry. Part of the pressure has been offset by savings within the service.£0.075m has been vired from this budget to Engineering Services to alleviate pressures.	Action has been taken to reduce costs in-year where possible. This is a non recurring pressure.
Engineering Services	(0.118)	(0.107)	0.011	0.006	Minor Variance.	Continue to review.
Facilities Services	1.886	1.865	(0.021)	0.003	Minor Variance.	Continue to review.
Total Organisational Change	10.030	10.139	0.109	0.247		

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Chief Executives	3.247	3.151	(0.096)	(0.075)	The Policy Unit is showing an underspend of £0.055m. £0.013m of this underspend is due to a reallocation of costs which will now be grant funded, £0.042m is due to the removal of expenditure commitments. The balance of £0.041m is due to minor variances.	Continue to review.
Total Chief Executives	3.247	3.151	(0.096)	(0.075)		
Central & Corporate Finance						
Central & Corporate Finance	25.026	23.620	(1.406)	(0.851)	Central Loans and investment £0.457m 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. MRP accounting policy has been reviewed in accordance with CIPFA guidance. MRP on assets funded by Prudential Borrowing is spread over the life of the asset and begins the year after the assets become operational. MRP on 21st century schools will not begin until 2017/18. Strike deductions of £0.150m are a one off underspend. Corporate windfall income is £0.374m. The Pension Fund contribution shows an underspend of £0.095m. An underspend on non-standard inflation of £0.117m reflects the balance remaining after distribution to portfolios. An underspend of £0.660m relates to identified in-year efficiency savings. A one off rebate of £0.072m has been received in relation to historical audit fees.	Keep under Review

MONTH 9 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Central & Corporate Finance (continued)					There exists a net underachievement of £0.120m for Administrative/ Workforce Efficiencies, this due to an underachievement of £0.986m for the review of Administrative roles (though future efficiencies are anticipated to be achieved through Voluntary Redundancy applications and further workforce review) offset by an overachievement on Workforce efficiencies of £0.120m and the anticipated balance on Investment costs of £0.746m. One off / time limited, unbudgeted costs of £0.400m in relation to former Euticals Ltd - Sandycroft site. An underspend of £0.001m is due to minor variances.	Work is now in progress to run a further phase of the Voluntary Redundancy Programme. On-going monthly monitoring.
Total Central & Corporate Finance	25.026	23.620	(1.406)	(0.851)		
TOTAL	255.176	253.198	(1.978)	(1.014)		

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
Central & Corporate Finance	Review of all Admin roles / processes as a result of improved technology.	0.986	Efficiency unlikely to be achieved in 2014/15. Currently under review to assess what level can be achieved in 2015/16.
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	A report on the implementation of Phase 1 and 2 of the Fleet Review was presented to Cabinet in September, together with the proposed mechanism for delivery of Phase 3 from 2015/16.
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.
Organisational Change 1	Leisure - Changes to rotas and cover arrangements.	0.023	1/12th of the efficiency is unlikely to be achievable because the Service Review was not able to be implemented until July. This meant that posts could not be deleted until July. The delay due to Single Status implementation (Apr & May) has been funded from the reserve.
Total		1.202	

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 9		1.978
Total projected Contingency Reserve as at 31st March 2015		4.919

HRA Major Variance Report - Period 9

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Rents	(27.713)	(27.768)	(0.055)	(0.055)	Garage income is lower than anticipated due to high void rates.	Keep under review.
Subsidy	6.404	6.215	(0.189)	(0.189)	Calculation of subsidy submission identifies that the capital element is lower than reported at budget setting 12mths earlier. Therefore resulting in an reduced HRAS bill.	Keep under review.
General Income	(0.714)	(0.609)	0.105	0.103	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.	Keep under review.
Landlord Services	0.830	0.912	0.082	0.082	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.	Keep under review.
Vacancy Savings	0.235	0.000	(0.235)	(0.235)	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.	Keep under review.
Other variances (aggregate)	21.455	21.443	(0.012)	(0.030)	Various minor variances.	Keep under review.
Total :	0.497	0.193	(0.304)	(0.324)		

FLINTSHIRE COUNTY COUNCIL**REPORT TO:** **CABINET****DATE:** **TUESDAY, 17 MARCH 2015****REPORT BY:** **CORPORATE FINANCE MANAGER****SUBJECT:** **CAPITAL PROGRAMME 2014/15 (MONTH 9)****1.00** **PURPOSE OF REPORT**

1.01 To provide Members with the Month 9 (End of December) 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	0.002	(0.015)	0	(0.060)	0.088
Governance	0.795	0.935	0	0	(0.065)	0	1.665
Education & Youth	9.228	2.212	1.457	(1.748)	(1.041)	(0.018)	10.090
Social Care	0	0	0.642	0	0	0	0.642
Community & Enterprise	2.848	2.654	1.500	1.247	(0.115)	0	8.134
Planning & Environment	1.709	0.923	(0.930)	0.111	(0.339)	0	1.474
Transport & Streetscene	5.345	0.578	0.851	0.060	(0.089)	0	6.745
Organisational Change 1	0	0.038	0	0.015	0	0	0.053
Organisational Change 2	0.955	0.301	0.025	0	0	0	1.281
Council Fund Total	20.970	7.734	3.547	(0.330)	(1.649)	(0.078)	30.194
Housing Revenue Account	12.106	0	0.530	(0.205)	0	0	12.431
Programme Total	33.076	7.734	4.077	(0.535)	(1.649)	(0.078)	42.625

APPENDIX B

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 decrease in the programme total of £0.535m (CF £0.330m, HRA £0.205m). A summary of the changes, showing major items, is shown in the table below -

CHANGES DURING THIS PERIOD	
<u>COUNCIL FUND</u>	£m
Increases	
Vibrant and Viable Places WG Grant Allocation	1.625
Transition to 21st Century Schools reprofiled WG Grant Allocation	1.259
Other Aggregate Increases	0.185
	3.069
Decreases	
Transition to 21st Century schools reprofiling of Borrowing	(2.780)
Affordable Housing - Use of Developer Contributions	(0.392)
Other Aggregate Decreases	(0.227)
	(3.399)
Total	(0.330)
	£m
<u>HRA</u>	
Decreases	
Reduction in CERA budget required	(0.205)
	(0.205)
Total	(0.205)

- 3.03.2 Reasons for changes in the programme total this quarter are an increase in grant funding from WG Vibrant and Viable Places and a reprofiled WG Grant allocation for 21st Century Schools. With a reduced spend on 21st Century schools more use is being made of time limited WG grant funding with the requirement for prudential borrowing delayed until later in the programme.
- 3.03.3 Developers contributions towards Affordable Housing are now being held on the balance sheet until such time as schemes are identified and progressed.

APPENDIX B

- 3.03.4 Within the HRA reduced expenditure has resulted in a decrease in the amount of revenue funding required to finance the programme.
- 3.03.5 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 December (Month 9) across the whole of the programme is £23.037m. The breakdown of expenditure is analysed in the following table, along with the percentage spend against budget. This shows that 54.04% of the budget has been spent across the programme (CF 51.84% and HRA 59.39%). Corresponding figures for Month 9 2013/14 were 61.31% (CF 60.03% and HRA 64.58%). Historically the majority of expenditure on the programme occurs in the final 2 quarters of the financial year.

EXPENDITURE	Revised Budget	Cumulative Expenditure Month 9	Percentage Spend v Budget	Projected Outturn	Variance Budget v Outturn (Under)/Over
	£m	£m	%	£m	£m
Chief Executives	0.022	0.002	9.65	0.016	(0.006)
People & Resources	0.088	0	0.00	0.088	0
Governance	1.665	0.927	55.69	1.285	(0.380)
Education & Youth	10.090	5.236	51.89	10.026	(0.064)
Social Care	0.642	0.069	10.78	0.642	0
Community & Enterprise	8.134	4.356	53.55	6.574	(1.560)
Planning & Environment	1.474	0.696	47.22	1.292	(0.182)
Transport & Streetscene	6.745	3.336	49.46	6.745	0.000
Organisational Change 1	0.053	0.147	278.05	0.020	(0.033)
Organisational Change 2	1.281	0.884	68.98	1.281	0
Council Fund Total	30.194	15.654	51.84	27.969	(2.225)
Housing Revenue Account	12.431	7.383	59.39	12.428	(0.003)
Programme Total	42.625	23.037	54.04	40.397	(2.228)

- 3.04.2 The table also shows the projected outturn (spend as at the end of the financial year) of £40.397m. It can be seen that on the Council Fund there is a projected underspend against budget of £2.225m and for the HRA a projected underspend of £0.003m.

- 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 9 additional EIR of £2.225m 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.

APPENDIX B

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	Month 9	Total
	£m	£m	£m	£m
Chief Executives			0.006	0.006
Governance		0.065	0.380	0.445
Education & Youth	0.026	1.015	0.064	1.105
Community & Enterprise	0.115		1.560	1.675
Planning & Environment	0.135	0.204	0.182	0.521
Transport & Streetscene		0.089		0.089
Organisational Change 1			0.033	0.033
Council Fund	0.276	1.373	2.225	3.874
Housing Revenue Account	0	0	0	0

3.06 Savings

3.06.1 Savings of £0.018m have been identified in the current period as a result of works at Sychdyn Artificial Turf Pitch being carried out under budget. This brings the total savings to £0.078m as per the table below.

IDENTIFIED SAVINGS	
	Savings
	£m
Corporate Finance	(0.060)
Education & Youth	(0.018)
Total	(0.078)

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	11.829	18.365	30.194
Housing Revenue Account	5.525	6.906	12.431
	17.354	25.271	42.625
Total Financing Resources	17.354	25.271	42.625

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

APPENDIX B

- 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	(1.617)	
Identified Savings	(0.078)	
Unallocated Headroom	(0.003)	(1.698)
Projected shortfall / (surplus) to 2015/16		(0.090)

The latest position projects total receipts at year end of £2.105m, with £0.488m funding in year schemes, leaving a surplus of £1.617m. Receipts as at Month 9 total £1.174m.

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 £0.090m.

- 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.

APPENDIX B

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.

Contact Officer: Liz Thomas
Finance Manager - Technical Accounting
Telephone: 01352 702289
E-mail: liz.thomas@flintshire.gov.uk

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							
Ciwyd 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	0.002	(0.015)	0	(0.060)	0.088
	0.075	0.086	0.002	(0.015)	0.000	(0.060)	0.088
Governance							
Information Technology	0.795	0.935	0	0	(0.065)	0	1.665
	0.795	0.935	0.000	0.000	(0.065)	0.000	1.665
Education & Youth							
Education - General	2.081	0	(1.801)	0	0	0	0.280
Primary Schools	0.040	0.278	1.510	0.037	(0.013)	(0.018)	1.834
Schools Modernisation	7.062	0.665	1.397	(1.720)	(0.940)	0	6.464
Secondary Schools	0	0.314	0.438	(0.037)	(0.016)	0	0.699
Special Education	0	0.955	(0.087)	(0.028)	(0.072)	0	0.768
Minor Works, Furn & Equip	0.045	0	0	0	0	0	0.045
	9.228	2.212	1.457	(1.748)	(1.041)	(0.018)	10.090
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	1.253	0.014	0	0	4.047
Travellers' Sites	0.150	0	(0.150)	0	0	0	0
Affordable Housing	0	0	0.392	(0.392)	0	0	0
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
Vibrant & Viable Places	0	0	0	1.625	0	0	1.625
Community Centres	0	0.002	0	0	0	0	0.002
	2.848	2.654	1.500	1.247	(0.115)	0.000	8.134
Planning & Environment							
Ranger Services	0.135	0.239	0.020	0	(0.237)	0	0.157
Energy Services	0.200	0	0	0.107	0	0	0.307
Engineering	1.065	0.591	(0.950)	0	(0.102)	0	0.604
Planning Grant Schemes	0	0	0	0.004	0	0	0.004
Townscape Heritage Initiatives	0.309	0.093	0	0	0	0	0.402
	1.709	0.923	(0.930)	0.111	(0.339)	0.000	1.474

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	0.060	(0.089)	0	3.928
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	0.060	(0.089)	0.000	6.745
Organisational Change 1							
Leisure Centres	0	0.029	0	0.015	0	0	0.044
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	0.015	0.000	0.000	0.053
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	(3.239)	(0.175)	0	0	2.914
Accelerated Programmes	0.300	0	0.928	(0.110)	0	0	1.118
WHQS Improvements	4.000	0	3.319	0.080	0	0	7.399
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	(0.205)	0.000	0.000	12.431
Totals :							
Council Fund	20.970	7.734	3.547	(0.330)	(1.649)	(0.078)	30.194
Housing Revenue Account	12.106	0	0.530	(0.205)	0	0	12.431
Grand Total	33.076	7.734	4.077	(0.535)	(1.649)	(0.078)	42.625

CHIEF EXECUTIVES

Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Clwyd Theatr Cymru	0.022	0.002	0.016	(0.006)	(27.273)	0	Early Identified Rollover - Timing issue of installation of screens in the foyer	Request approval to move funding of £0.006m into 2015/16
Total	0.022	0.002	0.016	(0.006)	(27.273)	0.000		

PEOPLE & RESOURCES

Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Corporate Finance	0.088	0	0.088	0	0	0		
Total	0.088	0.000	0.088	0.000	0.000	0.000		

Variance = Budget v Projected Outturn

GOVERNANCE

Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Information Technology	1.665	0.927	1.285	(0.380)	(22.823)	(0.065)	Early Identified Rollover - £0.108m EDRMS Implementation is a major project with significant challenges and is invoiced when key milestones are achieved. £0.272 Microsoft Enterprise project will run into new year due to the length and complexity of project.	Request approval to move funding of £0.380m into 2015/16
Total	1.665	0.927	1.285	(0.380)	(22.823)	(0.065)		

Variance = Budget v Projected Outturn

EDUCATION & YOUTH
Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Education - General	0.280	0.124	0.273	(0.007)	(2.500)	0	Early Identified Rollover - former Croft Nursery to cover retention payable Dec 2015	Request approval to move funding of £0.007m into 2015/16
Primary Schools	1.834	1.189	1.815	(0.019)	(1.036)	0	Early Identified Rollover - Retentions falling due during 2015/16	Request approval to move funding of £0.019m into 2015/16
Schools Modernisation	6.464	3.306	6.464	0	0	(0.940)		
Community Youth Clubs	0	(0.003)	0	0	0.003	0		
Secondary Schools	0.699	0.294	0.661	(0.038)	(5.436)	(0.003)	Early Identified Rollover - Argoed High School retention due 2015/16	Request approval to move funding of £0.038m into 2015/16
Special Education	0.768	0.290	0.768	0	0	(0.072)	**Potential further EIR circa £300k, being held for SEN adaptations not yet known, re-active to pupil movement into and around the County	Make members aware of potential for EIR into 2015/16 at outturn
Minor Works, Furn & Equip	0.045	0.036	0.045	0	0	0		
Total	10.090	5.236	10.026	(0.064)	(0.634)	(1.015)		

Variance = Budget v Projected Outturn

SOCIAL CARE

Capital Budget Monitoring 2014/15 - Month 9

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

Variance = Budget v Projected Outturn

COMMUNITY & ENTERPRISE

Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Private Sector Renewal/Improvement	4.047	2.638	4.047	0	0	0		
Travellers' Sites	0	(0.003)	0	0		0	Credit relates to retention accrual not yet due	Balance will clear when invoice is paid
Flintshire Connects	0.798	0.343	0.400	(0.398)	(49.875)	0	Early Identified Rollover - Buckley Connects is now under review	Request approval to move funding of £0.398m into 2015/16
Town Centre Regeneration	1.662	0.302	0.500	(1.162)	(69.916)	0	Early Identified Rollover - Town Centre Regeneration is being delivered in tandem with the ERDF Town Centre Regeneration project. This has experienced delays to delivery which has resulted in lower expenditure in 2014/15 than forecast	Request approval to move funding of £1.162m into 2015/16.
Vibrant & Viable Places	1.625	1.076	1.625	0	0			
Community Centres	0.002	0	0.002	0	0	0		
Total	8.134	4.356	6.574	(1.560)	(19.179)	0.000		

Variance = Budget v Projected Outturn

PLANNING & ENVIRONMENT

Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Ranger Services	0.157	0.024	0.115	(0.042)	(26.752)	(0.102)	Early Identified Rollover - Construction works due to begin last week of January. Delays with the design / tendering process.	Request approval to move funding of £0.042m into 2015/16
Energy Services	0.307	0.294	0.307	0	0	0		
Engineering	0.604	0.322	0.604	0	0	(0.102)		
Planning Grant Schemes	0.004	0.004	0.004	0	0	0		
Townscape Heritage Initiatives	0.402	0.052	0.262	(0.140)	(34.826)	0	Early Identified Rollover - Flint Court Scheme with Wales & West expected to cost circa £250k with some expenditure due in 2015/16	Request approval to move funding of £0.140m into 2015/16
Total	1.474	0.696	1.292	(0.182)	(12.344)	(0.204)		

Variance = Budget v Projected Outturn

TRANSPORT & STREETSCENE

Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Sustainable Waste Management	0.659	0.405	0.659	0	0	0		
Highways	3.928	2.342	3.928	0	0	(0.089)		
Local Transport Grant	1.443	0.544	1.443	0	0	0		
Transportation	0.715	0.045	0.715	0	0	0		
Total	6.745	3.336	6.745	0.000	0.000	(0.089)		

Variance = Budget v Projected Outturn

ORGANISATIONAL CHANGE 1

Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Leisure Centres	0.044	0	0.019	(0.025)	(56.818)	0	Early identified rollover - Works at Flint Leisure Centre now part of larger project which will complete in 2015/16	Request approval to move funding of £0.025m into 2015/16
Recreation - Other	0.008	0	0	(0.008)	(100.000)	0	Early identified rollover - Project delayed, works to be completed in 2015/16	Request approval to move funding of £0.008m into 2015/16
Play Areas	0.001	0.147	0.001	0	0	0		All expenditure is funded from Section 106 contributions drawn down at year end
Total	0.053	0.147	0.020	(0.033)	(62.264)	0.000		

ORGANISATIONAL CHANGE 2

Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Administrative Buildings	1.281	0.884	1.281	0	0	0.126		
Total	1.281	0.884	1.281	0.000	0.000	0.126		

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT

Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Major Works	2.914	0.623	2.988	0.074	2.539	0.069	Overspend due to continued additional works carried out in void properties. Overspend to be funded from other areas within the Capital programme.	Continuous rigorous monitoring of budget to ensure overspend doesn't escalate
Accelerated Programmes	1.118	0.159	1.037	(0.081)	(7.245)	(0.003)	The underspend is due to voucher receipts for works at properties which are not connected to mains gas, carried out in conjunction with Housing Renewals	
WHQS Improvements	7.399	6.317	7.403	0.004	0.054	(0.167)		
Disabled Adaptations	1.000	0.277	1.000	0	0	0.134		
Other Services	0	0.007	0	0		0		
Total	12.431	7.383	12.428	(0.003)	(0.024)	0.033		

Variance = Budget v Projected Outturn

SUMMARY

Capital Budget Monitoring 2014/15 - Month 9

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev Qtr £m	Cause of Variance	Action Required
Chief Executive's	0.022	0.002	0.016	(0.006)	(27.273)	0		
People & Resources	0.088	0	0.088	0	0	0		
Governance	1.665	0.927	1.285	(0.380)	(22.823)	(0.065)		
Education & Youth	10.090	5.236	10.026	(0.064)	(0.634)	(1.015)		
Social Care	0.642	0.069	0.642	0	0	0		
Community & Enterprise	8.134	4.356	6.574	(1.560)	(19.179)	0		
Planning & Environment	1.474	0.696	1.292	(0.182)	(12.344)	(0.204)		
Transport & Streetscene	6.745	3.336	6.745	0	0	(0.089)		
Organisational Change 1	0.053	0.147	0.020	(0.033)	(62.264)	0		
Organisational Change 2	1.281	0.884	1.281	0	0	0.126		
Sub Total - Council Fund	30.194	15.654	27.969	(2.225)	(7.369)	(1.247)		
Housing Revenue Account	12.431	7.383	12.428	(0.003)	(0.024)	0.033		
Total	42.625	23.037	40.397	(2.228)	(5.227)	(1.214)		

Variance = Budget v Projected Outturn

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 12TH MARCH 2015**

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

SUBJECT: **WORKFORCE INFORMATION REPORT - QUARTER 3 2014/15**

1.00	<u>PURPOSE OF REPORT</u>
1.01	<p>To provide Members with an update for the third quarter for 2014/15. This report provides details of the following:</p> <p>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</p>
2.00	<u>BACKGROUND</u>
2.01	<p>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.</p>
2.02	<p>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.</p> <p>The performance information for the whole organisation is split to show Schools and Non-Schools data separately.</p>

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	<u>CONSIDERATIONS</u>
3.01	Headcount and Full Time Equivalent
	<p>Voluntary Redundancy and service review schemes across the Council has meant the total headcount and full time equivalent has seen an overall decrease. Cumulative figures for 2014/15 show an overall decrease of 238 FTE, where the non-schools show an overall decrease of 201 FTE, and Schools shows an overall decrease of 37 FTE.</p> <p>As Vacancy Management remains a key priority within the Council, robust information around vacancies will be provided in future reports.</p>
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)
	<p>Early Retirements and redundancy schemes across the Council has resulted in an increase in turnover within the past year.</p> <p>The Flintshire County Council cumulative turnover percentage for 2014/15 is 10.35%.</p> <p>For the comparative figures for last year, the cumulative turnover percentage after quarter 3 was 7.11%, which shows an increase of 3.24%.</p>
3.04	Attendance (Including 100% Attendance)
	<p>Reducing absence and improving performance is continually measured and tracked. The Flintshire County Council forecast cumulative absence FTE days lost for 2014/15 is 10.34 which is just short of achieving our annual target of 9.60.</p> <p>All portfolio services are well within the annual target except for Social Services and Streetscene and Transportation, who 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.</p>

	<p>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.</p>
3.05	<p>Performance Appraisals and Development</p> <p>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.</p> <p>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 March 2015. This will enable performance in relation the undertaking of appraisals to be tracked against target completion dates in future reports.</p>
3.06	<p>Resource Management (Including Recruitment and Agency Workers)</p> <p>Business Partners continue to liaise with Service Managers to ensure that there is a reduction in the use of agency workers.</p> <p>That said, the agency show figures that we have exceeded our cumulative target by quarter 3 2014/15. Flintshire County Council annual target is to reduce 10% spend on the total spend of £2.7m for 2013/14. Year to date spend for 2014/15 at quarter 3 has exceeded £2m. Streetscene and Transportation spend in 2014/15 has exceeded £900,000 and Social Services spend is £420,000. The remaining £0.68m is split across the remainder of the authority.</p> <p>The increase in the use of agency workers within Streetscene and Transportation is attributable to the increased number of vacancies at operative level (currently 57). These have not been filled pending the roll out of the various business planning proposals.</p> <p>Social Services are currently holding vacant front line service posts and will use these as opportunities for redeployment when the service changes linked to the Business Plans are implemented. As they are front line posts, the work must be carried out and therefore agency workers are engaged to provide cover on a temporary basis. Once the service changes have been implemented, permanent employees will be placed into these vacancies and agency worker placements will then be brought to an end.</p> <p>Where employees in front line positions take annual leave or sickness absence, there is often little capacity within the current workforce to provide cover therefore in these situations agency workers provide a short term solution.</p>

	Overall, there were 96 agency workers in place on 31 st December 2014. From the 96 workers, 75 have exceeded the 12 week AWR threshold.
3.07	<u>Equality and Diversity</u>
	The importance of collecting equality and diversity information remains a high priority. Regular measures and ongoing monitoring audits are 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	<u>RECOMMENDATIONS</u>
4.01	That Member note Workforce Information Report for quarter 3.
5.00	<u>FINANCIAL IMPLICATIONS</u>
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	<u>ANTI POVERTY IMPACT</u>
6.01	None.
7.00	<u>ENVIRONMENTAL IMPACT</u>
7.01	None.
8.00	<u>EQUALITIES IMPACT</u>
8.01	None.
9.00	<u>PERSONNEL IMPLICATIONS</u>
9.01	None.
10.00	<u>CONSULTATION REQUIRED</u>
10.01	None.
11.00	<u>CONSULTATION UNDERTAKEN</u>
11.01	None.

12.00	<u>APPENDICES</u>
12.01	Appendix One – Glossary of Terms Appendix Two – Dashboard Report Quarter 3
	<u>LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS</u>
	Contact Officer: Helen Stappleton Telephone: 01352 702720 Email: helen.stappleton@flintshire.gov.uk

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WORKFORCE INFORMATION REPORT QUARTER 3 (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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2014/15 DASHBOARD

FLINTSHIRE COUNTY COUNCIL TOTALS

TOTAL HEADCOUNT

7.059

TOTAL FTE

5,368

LEAVERS / TURNOVER

745/10.55%

AGENCY SPEND 31/12/14

£2.02m

SPEND TARGET 31/12/2014

£1.83m

DAYS LOST PER FTE

10.34

ANNUAL TARGET

9.60

CORPORATE DASHBOARD REPORTS

(NON SCHOOLS)

2014/15 - QUARTER 3

(OCTOBER - DECEMBER)

QUARTER 3 2014/15 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

3,493

TOTAL FULL TIME EQUIVALENT

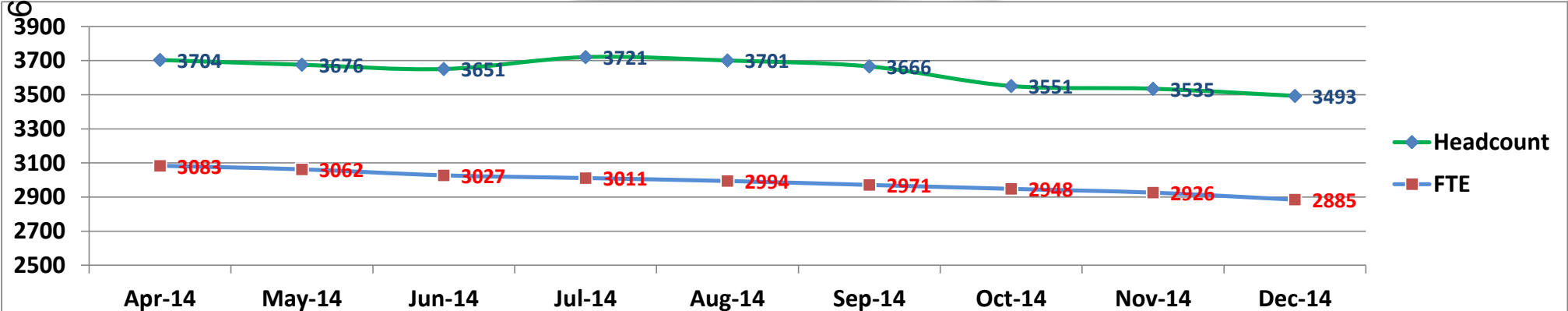
2,885

01/04/2014 **3,719** Decrease of 226 people (-6.1%) 31/12/2014 **3,493**

01/04/2014 **3,086** Decrease of 201 FTE (-6.5%) 31/12/2014 **2,885**

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HEADCOUNT AND FULL TIME EQUIVALENT 2014/15



QUARTER 3 2014/15 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

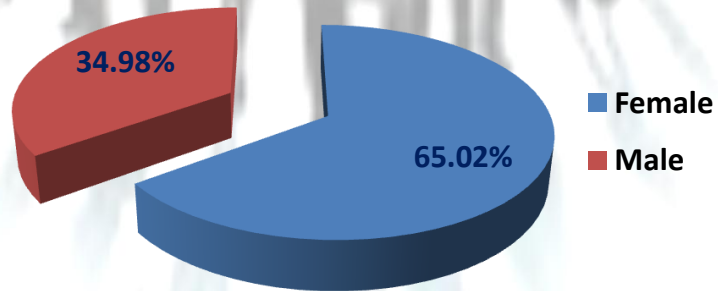
MALE

1,222
(34.98%)

FEMALE

2,271
(65.02%)

GENDER BREAKDOWN (%)



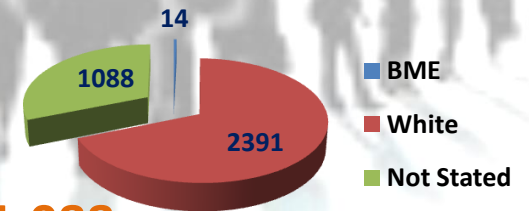
ETHNICITY

BME - 14

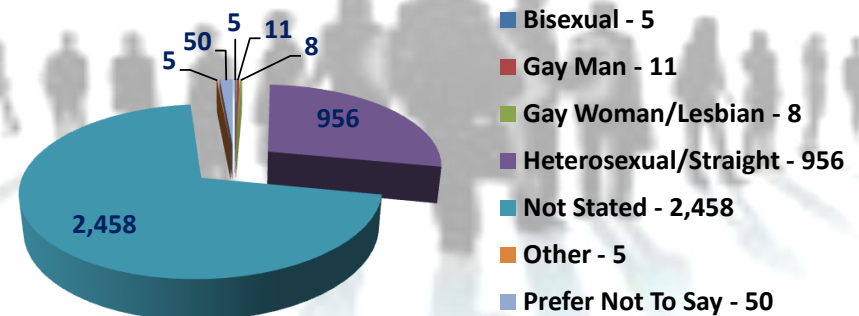
WHITE - 2,391

NOT STATED - 1,088

ETHNICITY BREAKDOWN



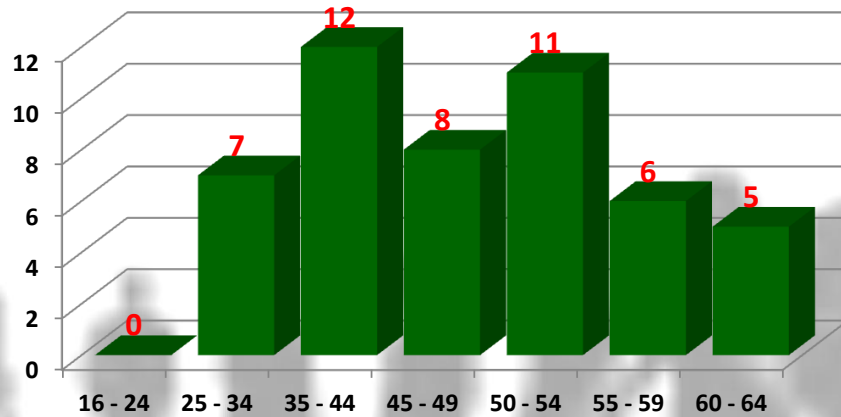
SEXUAL ORIENTATION



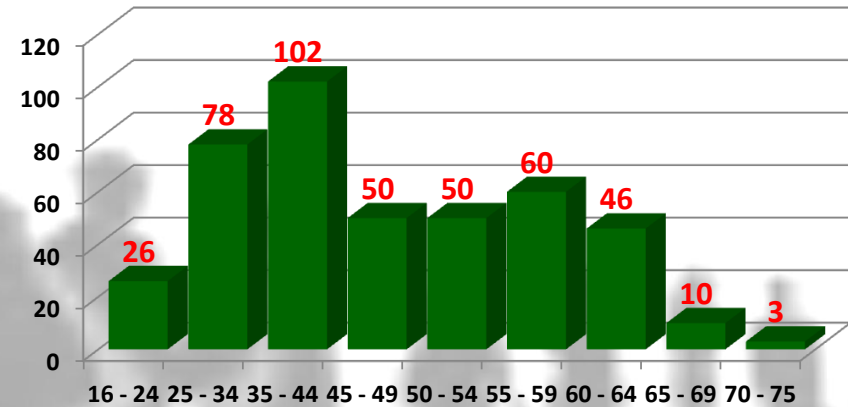
QUARTER 3 2014/15 DASHBOARD

AGE PROFILE - NON-SCHOOLS

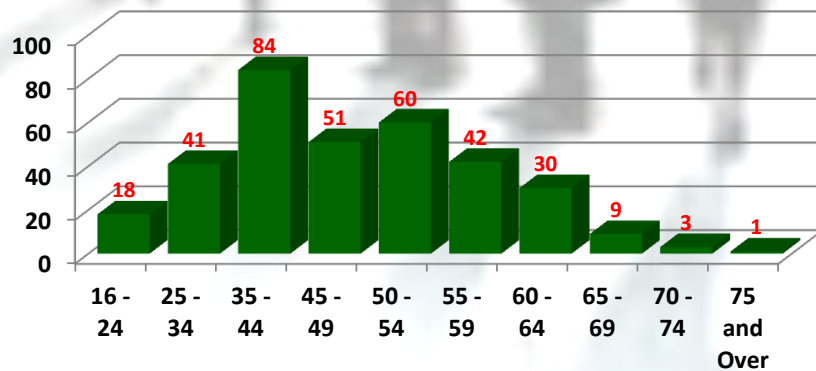
Chief Executives



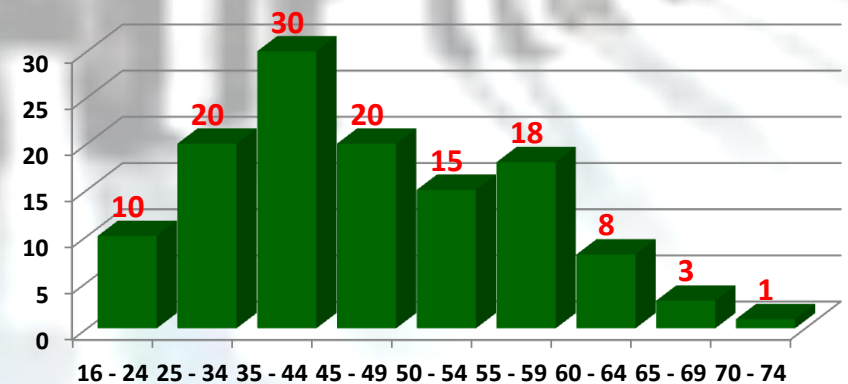
Community and Enterprise



Education and Youth



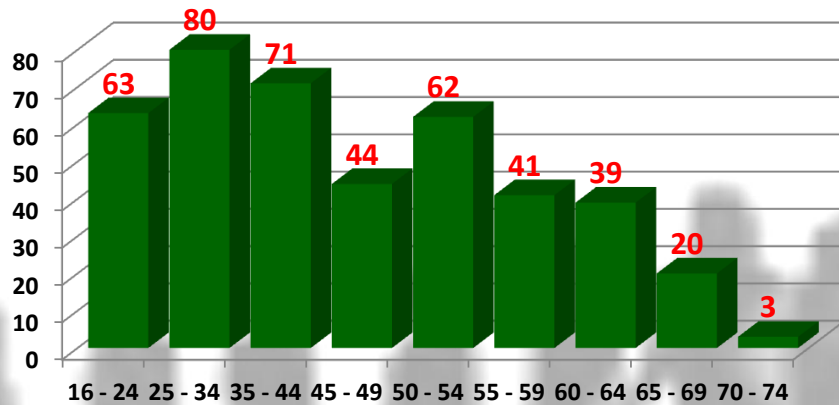
Governance



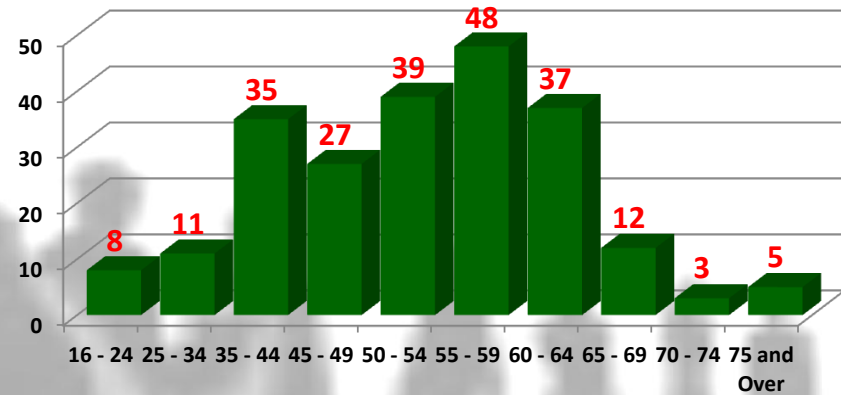
QUARTER 3 2014/15 DASHBOARD

AGE PROFILE - NON-SCHOOLS

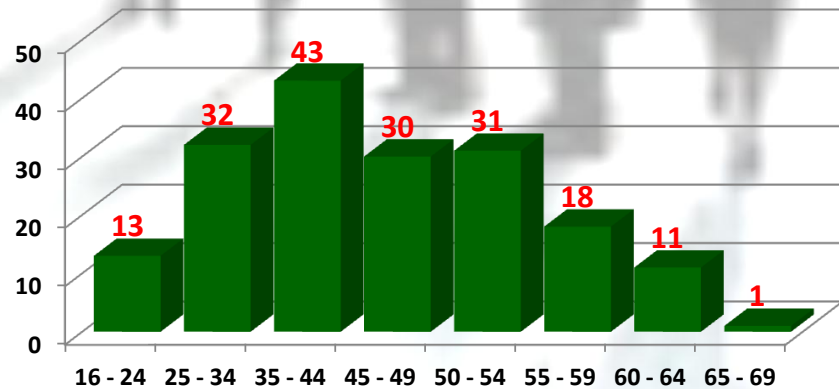
Organisational Change 1



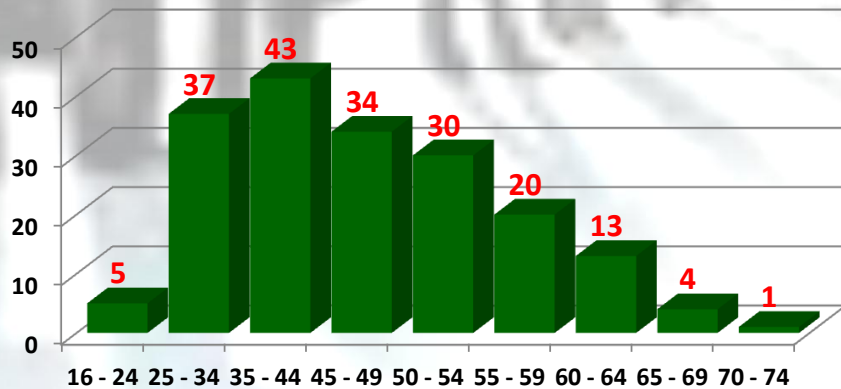
Organisational Change 2



People and Resources



Planning and Environment

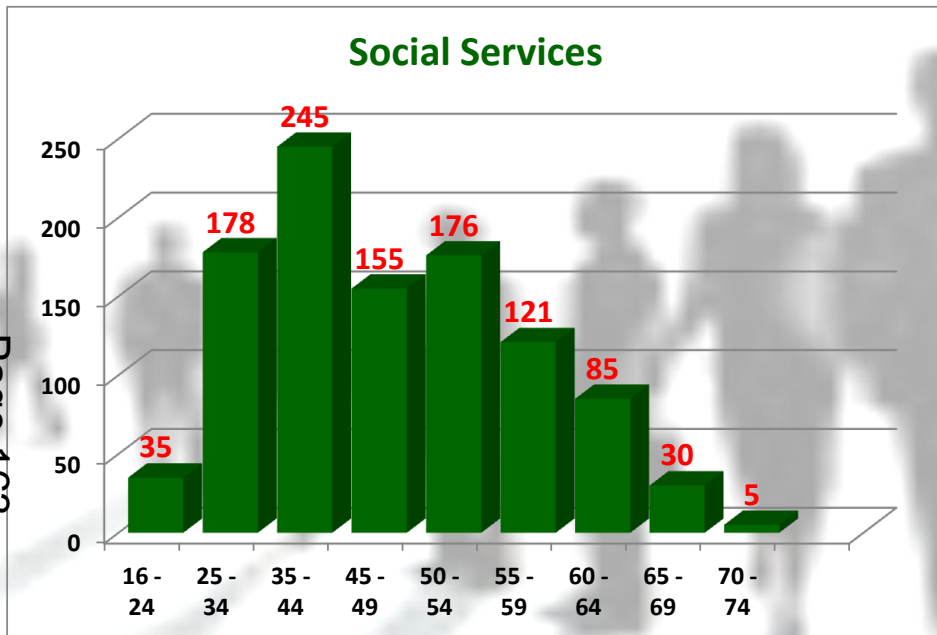


QUARTER 3 2014/15 DASHBOARD

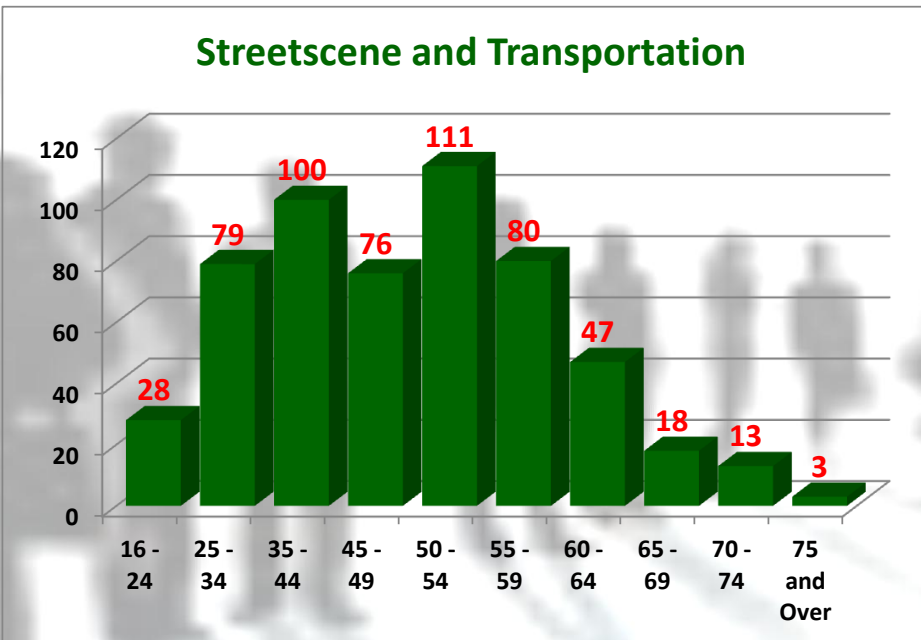
AGE PROFILE - NON-SCHOOLS

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Social Services



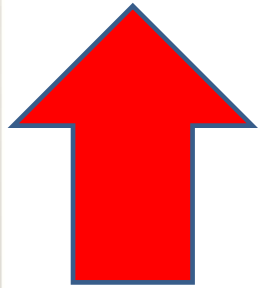
Streetscene and Transportation



QUARTER 3 2014/15 DASHBOARD

ATTENDANCE - NON-SCHOOLS

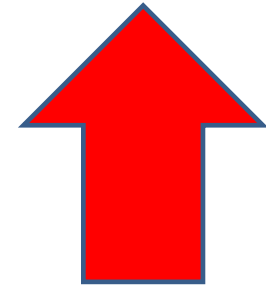
DAYS LOST PER FTE AT 31/12/2014



31/12/2013
8.48

9.78

31/12/2014
9.78



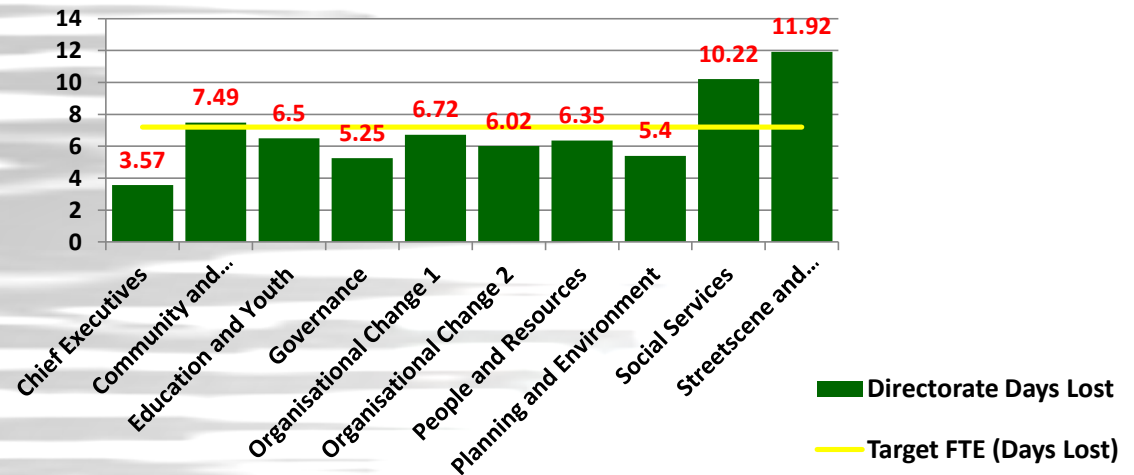
Increase of 1.30

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TOP 4 REASONS

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

FTE DAYS LOST BY DIRECTORATE



QUARTER 3 2014/15 DASHBOARD

TURNOVER AND STABILITY - NON SCHOOLS

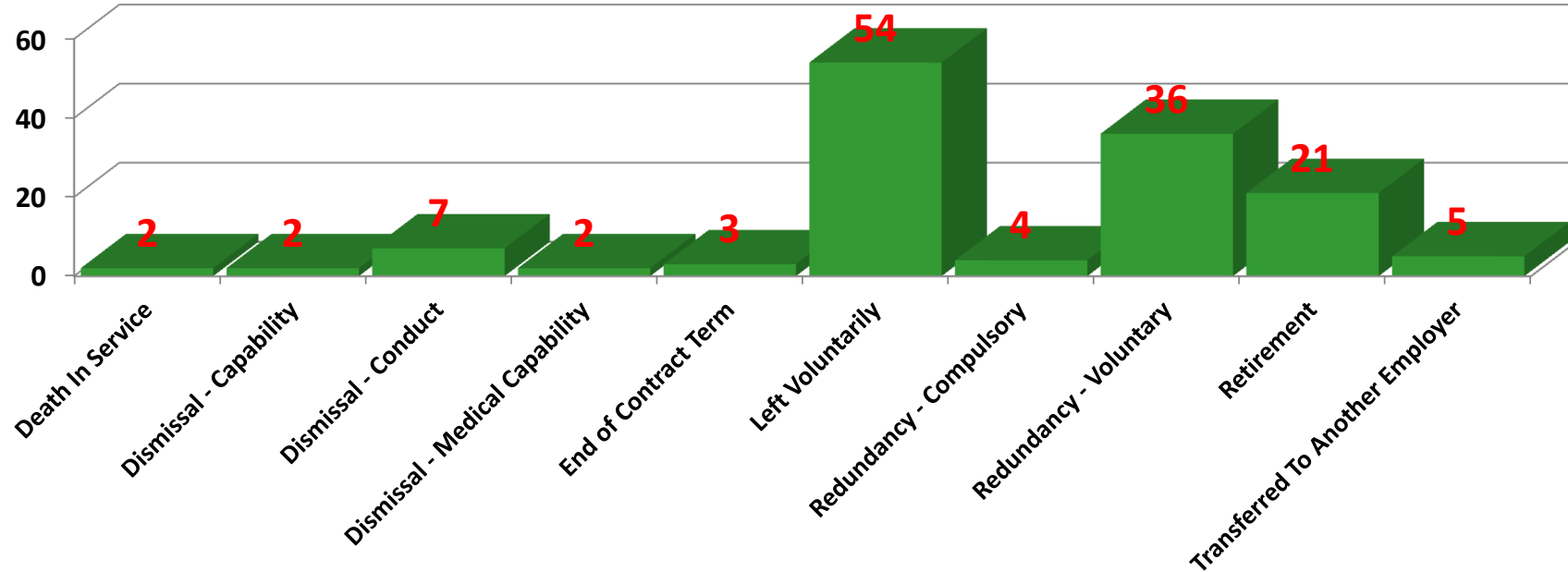
LEAVERS - Q3

136

LEAVERS - 2014/15

474

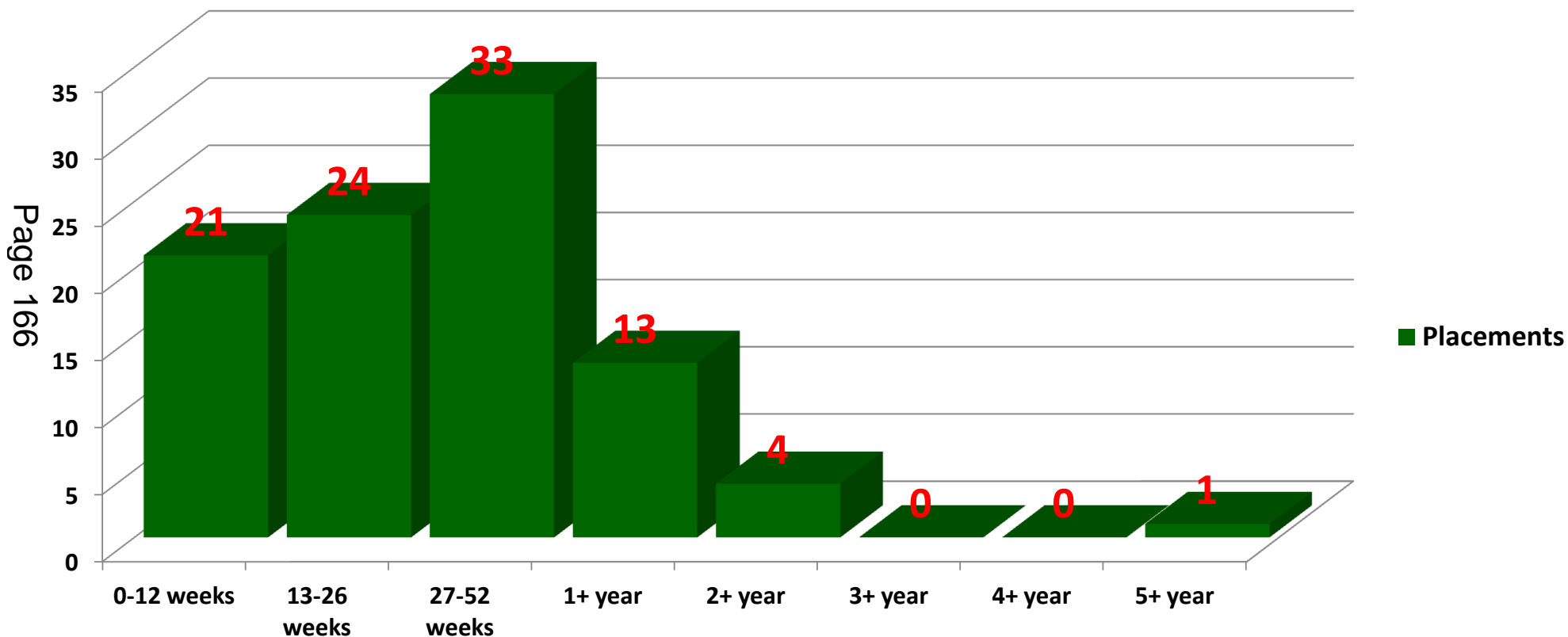
LEAVER REASON - Q3



QUARTER 3 2014/15 DASHBOARD

MANAGING RESOURCES - AGENCY

Agency Tenure Management 2014/15



**CORPORATE DASHBOARD
REPORTS
(SCHOOLS)
2014/15 - QUARTER 3
(OCTOBER - DECEMBER)**

QUARTER 3 2014/15 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,642

TOTAL FULL TIME EQUIVALENT

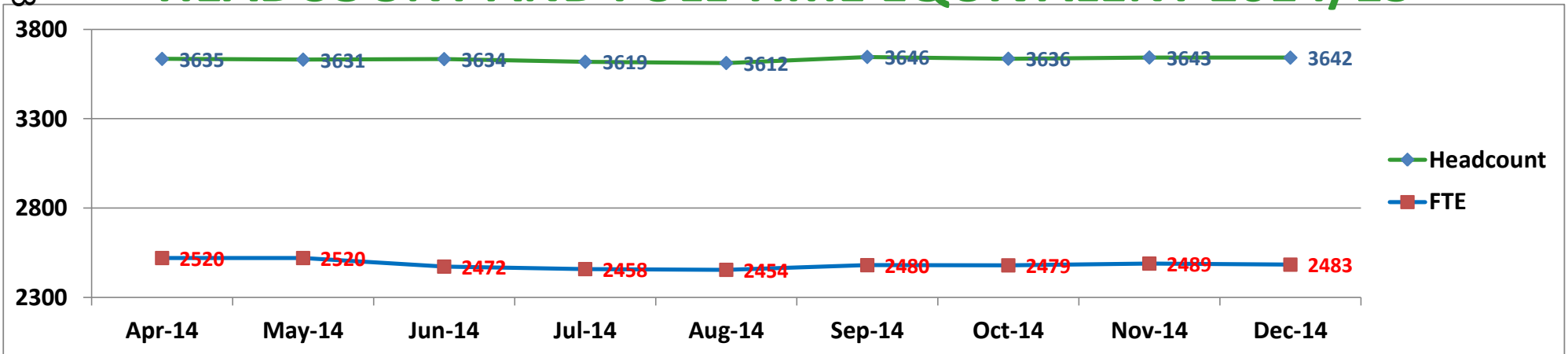
2,483

01/04/2014 **Increase of 7 people (+0.001%)** 31/12/2014
 3,635 3,642

01/04/2014 **Decrease of 37 FTE (-1.5%)** 31/12/2014
 2,520 2,483

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HEADCOUNT AND FULL TIME EQUIVALENT 2014/15



QUARTER 3 2014/15 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

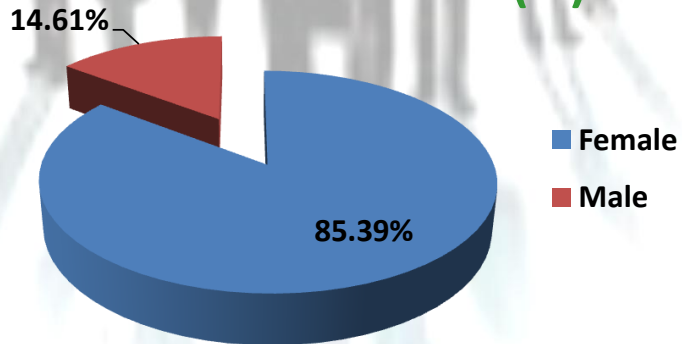
MALE

532
(14.61%)

FEMALE

3,110
(85.39%)

GENDER BREAKDOWN (%)



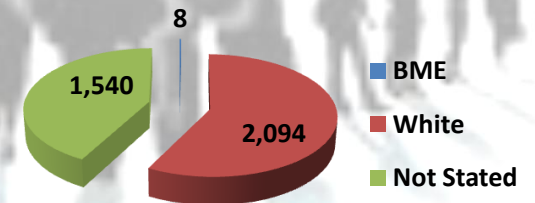
ETHNICITY

BME - 8

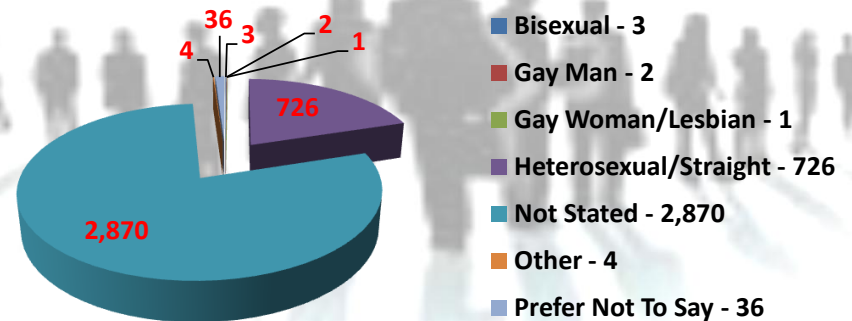
WHITE - 2,094

NOT STATED - 1,540

ETHNICITY BREAKDOWN (%)



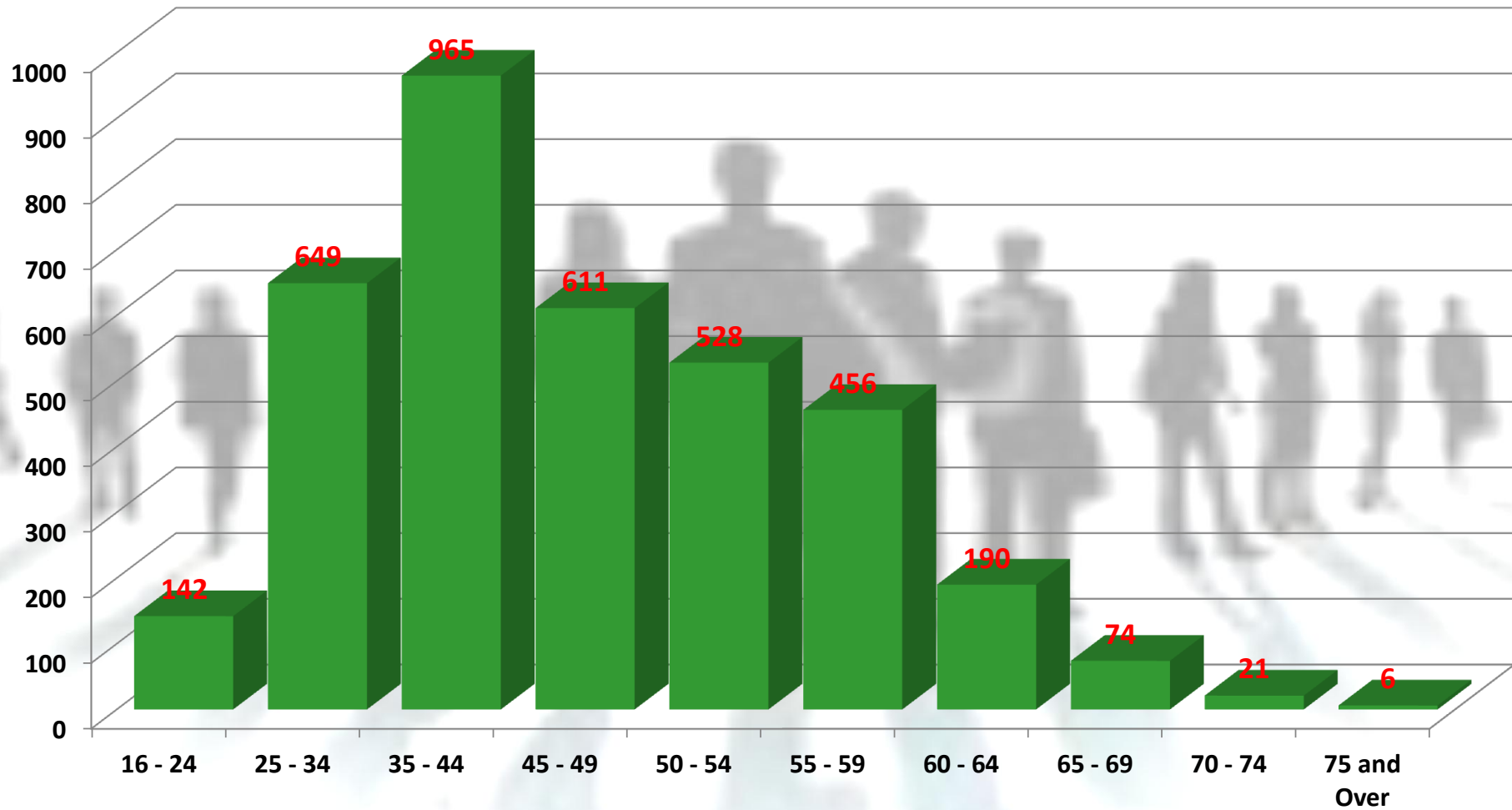
SEXUAL ORIENTATION



QUARTER 3 2014/15 DASHBOARD

AGE PROFILE - SCHOOLS

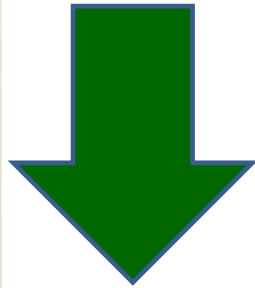
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QUARTER 3 2014/15 DASHBOARD

ATTENDANCE - SCHOOLS

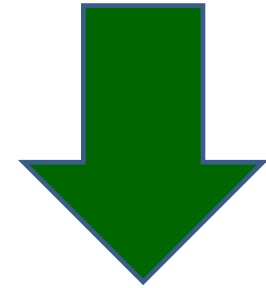
DAYS LOST PER FTE AT 31/12/2014



31/12/2013
5.90

5.34

31/12/2014
5.34



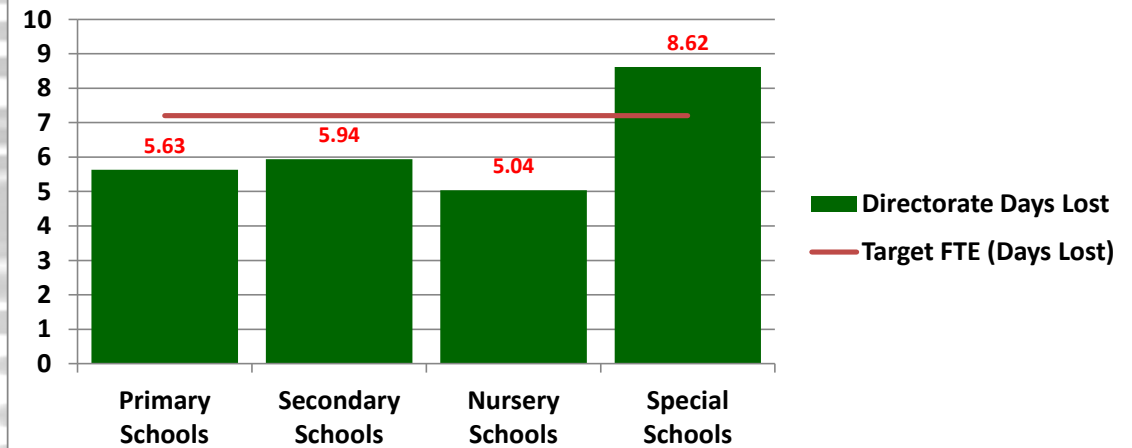
Decrease of 0.56

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TOP 4 REASONS

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

FTE DAYS LOST BY DIRECTORATE



QUARTER 3 2014/15 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

LEAVERS - Q3

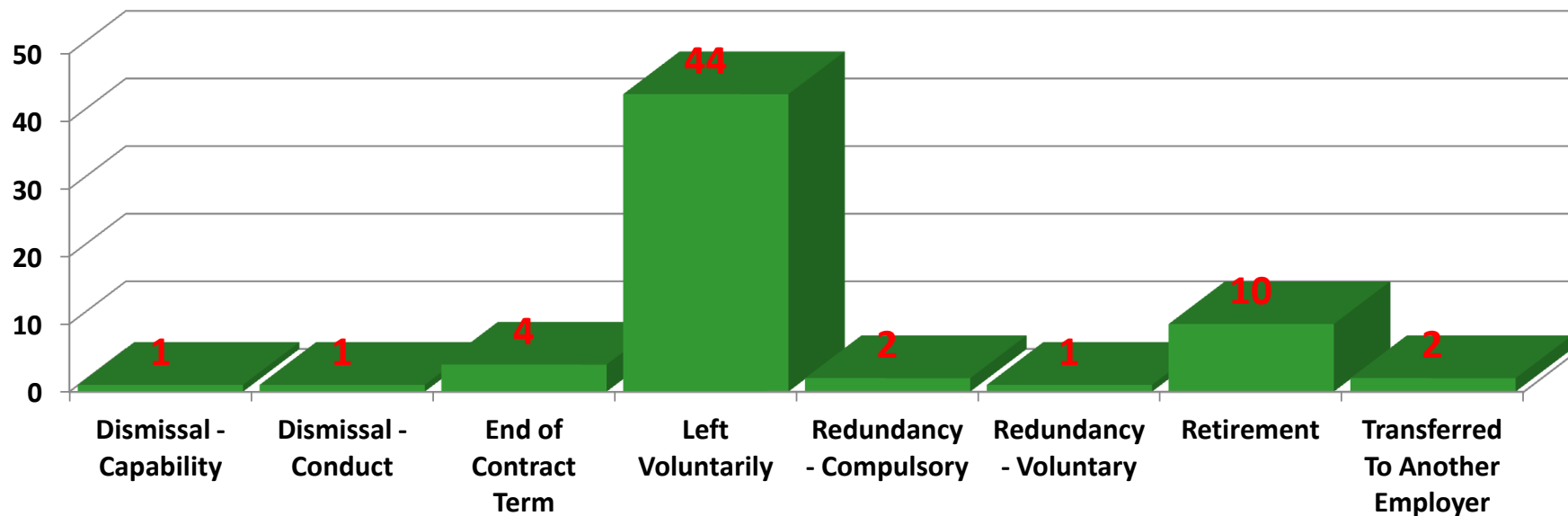
65

LEAVERS - 2014/15

271

LEAVER REASON - Q3

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 12TH MARCH, 2015**

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 for 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

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 N/A.

11.00 CONSULTATION UNDERTAKEN

11.01 Publication of this report constitutes consultation.

12.00 APPENDICES

12.01 Appendix 1 – Forward Work Programme

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

None.

Contact Officer: Robert Robins
Telephone: 01352 702320
Email: Robert.robins@[flintshire.gov.uk](mailto:Robert.robins@flintshire.gov.uk)

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

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DATE	SUBJECT	O&S FOCUS	REPORT FROM
Thursday 16 th April 2015 10.00	Wales Audit Office - Corporate Assessment Revenue Budget Monitoring 2014/15 (Month 10) Budget Virement Process Forward Work Programme	 Approval and development	Colin Everett Sara Dulson Sara Dulson Robert Robins
Thursday 14 th May 2015 10.00	Improvement Plan Review 2015/16 Revenue Budget Monitoring 2014/15 (Month 11) Forward Work Programme	Monitoring Approval and development	Karen Armstrong Sara Dulson Robert Robins
Thursday 11 th June 2015 10.00	YE Performance Reporting Revenue Budget Monitoring 2014/15 (Month 13) Forward Work Programme	Monitoring Monitoring Approval and development	Robert Robins Sara Dulson Robert Robins
Thursday 9 th July 2015 10.00	Revenue Budget Monitoring 2014/15 (Out turn) Forward Work Programme	Monitoring Approval and development	Sue Ridings Robert Robins

Corporate Resources Overview & Scrutiny Committee
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Items to be scheduled	Health and Well-being update Medium Term Financial Plan	Information Development consultation	Helen Stappelton
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