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Gareth Owens LL.B Barrister/Bargyfreithiwr
Head of Legal and Democratic Services
Pennaeth Gwasanaethau Cyfreithiol a Democraataidd



To: Cllr Carolyn Thomas (Chair)

CS/NG

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

24 July 2014

Sharon Thomas / 01352 702324
sharon.b.thomas@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **WEDNESDAY, 30TH JULY, 2014** at **9.30 AM** to consider the following items.

*** PLEASE NOTE THAT THE MEETING WILL START AT 9.30AM**

Yours faithfully

Democracy & Governance Manager

AGENDA

1 **APOLOGIES**

2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**

3 **MINUTES** (Pages 1 - 12)

To confirm as a correct record the minutes of the meeting held on 2 July 2014.

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

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

- 4 **FUNCTIONAL VALUE FOR MONEY (VFM) PROGRAMME UPDATE** (Pages 13 - 16)
Report of Corporate Finance Manager enclosed.
- 5 **YEAR END SERVICE PERFORMANCE REPORT** (Pages 17 - 68)
Report of Member Engagement Manager enclosed.
- 6 **YEAR END IMPROVEMENT PLAN MONITORING REPORT** (Pages 69 - 154)
Report of Member Engagement Manager enclosed.
- 7 **REVENUE BUDGET MONITORING 2013/14 (OUTTURN) AND CAPITAL PROGRAMME 2013/14 (OUTTURN)** (Pages 155 - 228)
Report of Chief Officer, People and Resources enclosed.
- 8 **REVENUE BUDGET MONITORING 2014/15** (Pages 229 - 236)
Report of Chief Officer, People and Resources enclosed.
- 9 **FORWARD WORK PROGRAMME** (Pages 237 - 242)
Report of Member Engagement Manager enclosed.

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE **2 JULY 2014**

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Wednesday, 2 July 2014

PRESENT:

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

ALSO PRESENT:

Councillor Ian Smith attended as an observer

APOLOGY:

Cabinet Member for Corporate Management and Chief Officer (People and Resources)

CONTRIBUTORS:

Leader of the Council and Cabinet Member for Finance and Chief Executive
For minute numbers 5 and 6 – Policy and Performance Manager and Mr. Paul Goodlad from Wales Audit Office

For minute number 8 (agenda item 9) - Corporate Finance Manager and Finance Manager

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

1. APPOINTMENT OF CHAIRMAN

The Member Engagement Manager sought nominations for a Chairman for the Committee. Councillor Robin Guest proposed Councillor Richard Jones which was duly seconded and Councillor Ian Dunbar proposed Councillor Carolyn Thomas which was also duly seconded. On being put to the vote the nomination for Councillor Carolyn Thomas to be Chair of the Committee was carried.

Councillor Clive Carver and Councillor Robin Guest sought clarification on why the meeting had been moved from 12 June 2014 and the Member Engagement Manager and Councillor Tim Newhouse, as the previous Chairman of the Committee, provided a detailed response.

Councillor Arnold Woolley queried when the agenda had been made available as he had not received his papers until Monday of this week and he indicated that the appendix to agenda item 10 Workforce Information Report had not been made available to Members as reflected in the report. The Member Engagement Manager apologised for the appendix not being available until today and advised that the agenda had been despatched on

the correct date. Councillor Richard Jones suggested that agenda item 10 be deferred from this meeting as Members had been unable to consider the appendices to the report. The Chief Executive advised that the substantive report, to which the appendix related, had been published within the full agenda and was for information only. On being put to the vote, the proposal to defer the item was lost.

RESOLVED:

That Councillor Carolyn Thomas be appointed Chair for the Committee

2. APPOINTMENT OF VICE-CHAIRMAN

The Member Engagement Manager sought nominations for a Vice-Chairman for the Committee. Councillor Paul Shotton proposed Councillor Peter Curtis which was duly seconded.

RESOLVED:

That Councillor Peter Curtis be appointed Vice-Chairman for the Committee.

3. DECLARATIONS OF INTEREST

No declarations of interest were made.

4. MINUTES

The minutes of the meeting of the Committee held on 8 May, 2014 had been circulated to Members with the agenda.

Matters Arising

Councillor Peter Curtis indicated that he had not received a response to his question about why owners of vans needed to take their vehicle to Alltami depot for inspection after they had produced their log book at the Flintshire Connects office. The Member Engagement Manager advised that he had circulated a response to the Committee Members by email the previous day, which he read out. Councillor Arnold Woolley raised concern that van drivers could renew their permit for using a Council recycling site to dispose of waste and then attach a business logo on the vehicle after the permit had been renewed. It was felt that the operatives at the depot would advise the appropriate staff if this occurred. The Chief Executive said that it was important that the issue of permits was regulated and the Chair suggested that a report be submitted to a meeting of the Environment Overview & Scrutiny Committee.

On the issue of van permits on page 3 of the minutes, Councillor Richard Lloyd said that he had asked that the use by van permit holders be permitted at the Sandycroft site and not that another waste site be found, as was recorded in the minutes. In response to a comment from Councillor

Clive Carver on the use of vans, the Member Engagement Manager said that he would obtain information on the issue of van permits and would email a response to the Committee. Following a discussion, it was also agreed that responses to requests made at meetings for additional information be circulated to Members several days before the next meeting.

In referring to the issue of costs for the leachate treatment plant, Councillor Marion Bateman, on behalf of Councillor Haydn Bateman, said that if a more realistic estimate had been put on the leachate, then the problem of funding would not have occurred. The Member Engagement Manager responded that this had not been possible as the quality of the leachate had not been known previously.

Councillor Richard Jones said that his request for scrutiny of the 46 Value for Money (VFM) projects had not formed part of the resolution and he queried why the information had not been included on the agenda for this meeting. The Chief Executive responded that the progress of the VFM projects would form part of the monthly budget monitoring reports from Month 3 onwards which would be submitted to Cabinet and this Committee from, the next cycle of meetings.

RESOLVED:

That subject to the suggested amendment, the minutes be approved as a correct record and signed by the Chairman.

5. ANNUAL IMPROVEMENT REPORT FROM WALES AUDIT OFFICE

The Chief Executive introduced a report to update Members on the Council's Annual Improvement Report 2013-14 which will be published by the Auditor General for Wales and to provide Members with the Council's response. He introduced Mr. Paul Goodlad from Wales Audit Office (WAO) to the Committee.

He explained that the Council had two principal annual reports from the WAO with the second being received in October. The report which was very positive, and was the best one that the Council had received in recent years, had also been submitted to Cabinet and Audit Committee; it illustrated that the Authority was governed well and was performing well, and had listened the comments of WAO made in previous reports and improved its arrangements for performance management and reporting accordingly.

Mr. Goodlad reiterated the comments about the positivity of the report which he was pleased to present to the Committee. The report covered the evaluation of governance and services at Flintshire County Council. In summary, Mr. Goodlad said that the Council had made good progress against the improvement priorities and had improved its overall performance against the national indicators. The WAO had not made any new recommendations or proposals for improvement and appendix 5 summarised the status of the previous recommendations and proposals for improvement. WAO was

confident that the Council had recognised what needed to be done and had taken the appropriate action to ensure that this was undertaken. However, it was important to recognise the scale of the financial challenges ahead and Mr. Goodlad said that WAO would continue to provide support to the Council.

On performance, Mr. Goodlad explained that data for 2012-13 had been considered and had been updated where information from 2013-14 was available. Action had also been taken by the Council to strengthen its approach to performance evaluation, and the need for further work to harmonise its improvement planning and performance reporting arrangements had been acknowledged by the Council. The Auditor General's Improvement Letter of December 2013 had concluded that the Council had discharged its improvement reporting duties under the Measure. Mr. Goodlad added that improvement reporting for 2013-14 was much improved. The Council had enhanced its arrangements for planning and supporting improvement, but further action was required to provide the rigour necessary to cope with the challenges ahead. The Auditor General's September 2013 Letter raised concerns that some aspects of the Council's improvement arrangements remained underdeveloped. However, six months later, there were clear signs of the Council taking action to strengthen its improvement arrangements including the development of a medium term financial plan that explained how the Council expected to balance its budgets. Previously concerns had been expressed about slippage but in 2013-14 significant progress had been made.

The Council had embarked on a programme of organisational development and so far this had been risk managed well and a lot had been achieved in a short space of time. Paragraph 72 highlighted the challenge faced by the Council with the assumption of efficiency savings of £12m during 2014-15. Mr. Goodlad explained that appendix 5 reported that two recommendations had been closed down as a result of work undertaken by the Authority.

Councillor Ian Dunbar welcomed the report which he felt showed a forward looking Council. He said that the fact that there were no new recommendations or proposals was a positive sign of the significant impact made on the issue of improvement. He suggested that the good news story be put out onto social media as it highlighted to residents that the Council was protecting front line services. The Chief Executive responded that the document was available on the Council's website and had been reported in a standard press release - it was also important to make Members and the workforce aware of and interested in the report.

Following a question from Councillor Ron Hampson about the selling of Council assets to fund the budget gap, the Chief Executive said that in recent years the Authority had had difficulty in achieving its pre-set capital receipts targets. A report would be submitted to the next meeting of Cabinet which would provide details of the current situation on the capital programme.

In echoing the comments about the positive report, Councillor Paul Shotton said that it was pleasing to see no additional recommendations from

WAO for the second year running. He referred to the difficult challenges ahead but added that closing the £15.5m budget gap had been a significant achievement.

Councillor Robin Guest said that it was a mostly positive report but said that some negative points had also been raised. He referred to paragraph 29 about homelessness in Flintshire and asked whether the year-end performance data was available yet to confirm whether performance had subsequently improved, as had been reported in Council reports during 2013-14. He also queried why a reference to extra-care housing was included in the section about new affordable homes target. Councillor Guest said that performance in Social Services was generally extremely good and welcomed the comment about the strong interdepartmental working within the Council as identified by the Care and Social Services Inspectorate for Wales (CSSIW). He raised concern about the ability to deliver organisational change under the School Modernisation Strategy and the national 21st Century Schools programme. Councillor Guest highlighted the comments on the need for effective and disciplined in-year financial management to ensure that budgets were managed effectively and prompt action taken to mitigate the impacts should variances occur. He also referred to the delivery of the organisational change programme putting significant pressure on both officers and Members and sought assurance that detailed information would be provided to Members on the progress made on the delivery of the programme. He added that the report celebrated areas where improvement had been made and identified challenges where the Council was not performing as well.

On the issue of homelessness, the Policy and Performance Manager said that the performance figures for 2013-14 for homelessness prevention had increased from 83% to just under 85% and as a result of this a target of 90% had been set for 2014-15, despite an increase in the number of people presenting themselves as homelessness.

The Chief Executive accepted the comments about the need for Members to be provided with detailed information about organisational change. On the issue of VFM raised earlier by Councillor Richard Jones, he said that the Council had not before planned the scale of reduction in workforce that was required and the programme in hand remained a risk to deliver.

Councillor Jones said that he appreciated that the report was positive but that was a need to ensure continual improvement for the future. He referred to paragraph 21 on the Council's approach to channel shift and queried what was meant by the final sentence. Councillor Jones raised concern about the amount of time homeless households spent in temporary accommodation and asked why there had been a reduction in the number of new affordable homes that the County had benefited from, with the number reducing to 57 new affordable homes during 2012-13 compared with 71 in 2011-12. He asked for details of the six out of 10 indicators for monitoring of children's services which had deteriorated, as referred to in paragraph 33, and queried why the issue of dementia was now covered across a series of

services instead of by a dedicated post of dementia officer. He indicated that more information was needed of the impact of performance for collaborative projects and that further explanation was required on the uncertainty about delivery of organisation change of the School Modernisation Strategy.

In response, Mr. Goodlad explained that this was as a result of the Council's own evaluation at the end of 2012-13 and that the assessment would be revised now that the results of 2013-14 were known. The Chief Executive explained that the Council had decided not to give a 'green' status for performance where the issue was complex and a risk but added that feedback from Welsh Government on the C21st Schools Programme for schools at Shotton, Connah's Quay and Holywell showed that Flintshire County Council was one of the top performing authorities. He added that the authority was ready to progress with projects but was awaiting Ministerial approval, hence the risk rating.

The Leader of the Council also welcomed the positive report and the balanced view and comments made by Members. He was mindful of the information within the report that the Council needed to consider, such as the issue of homelessness and the need to recognise work required in the context of society changes and welfare reform. He was keen to examine in the future the comment that Flintshire schools provided VFM with the option for further efficiencies and he took comfort from the comments about housing. He echoed the remarks of the Chief Executive about the importance of communicating the positive aspects of the report to the workforce to show them how their efforts had contributed to the Council's success and the achievements they should be proud of.

On the issue of affordable housing, Mr. Goodlad said that it was difficult for Council's to achieve the target unless they were able to develop the properties themselves. Councillor Jones felt that if Councils adhered to affordable housing policies, this would help them achieve the targets set. The Chief Executive said that the development of sites was subject to the outcome of the planning process and pre-set targets for affordable new-build homes were not easily controlled by the Council.

Mr. Goodlad said that he did not have the details of the six indicators for monitoring of children's services which had deteriorated but the Chief Executive advised that the indicators included the actioning of assessments on time. He added that he would provide Councillor Jones with a copy of the recently re-adopted Dementia Strategy. On the issue of channel shift, Mr. Goodlad said that measuring the number of people who visited the Council's website did not provide an indicator of whether they had been able to access the service they required.

Councillor Guest pointed out that a number of comments had been made about there being no new recommendations from WAO but he reminded Members that the original recommendations were still in place.

In referring the earlier comments and the overriding concerns of the report on the financial management of the Council, the Chief Executive said that the challenge of the Medium Term Financial Plan (MTFP) was a great concern to officers.

Councillor Peter Curtis felt that issues of homelessness and affordable housing were issues that were beyond the Council's control.

In response to a question from Councillor Jones about the reduction of the schools maintenance backlog which had reduced from £35m to £23.6m since 2010, Mr. Goodlad said that this related to a number of schools which had closed and therefore no longer accrued maintenance costs. The Chief Executive explained that the Council's response was provided on page 50 and that the figure had now increased to £25.8m for 2013/14 following a resurvey of 75% of primary schools. Councillor Jones suggested that the issue be referred to Lifelong Learning Overview & Scrutiny Committee and on being put to the vote, was agreed by the Committee.

RESOLVED:

- (a) That the Annual Improvement Report and the Council's response be noted; and
- (b) That the Schools Maintenance backlog issue be referred to Lifelong Learning Overview & Scrutiny Committee for monitoring.

6. WAO PERFORMANCE AUDIT REGULATORY PROGRAMME 2014-15

The Chief Executive introduced a report on the proposed Regulatory Programme for Performance Audit for the Wales Audit Office (WAO) for the period 2014-15 and the reduction in fees for the performance and financial audit work programme.

The performance audit work for 2014-15 was detailed along with the fees for the work which was an indicative total fee of £320,394. Mr. Goodlad from Wales Audit Office explained that the performance audit work fee was 9.4% lower than for 2013-14 and the Local Government fee had also reduced by 5.4%. A refund of 15% of the 2013/14 audit fees was due to the Council because of a change in the WAO governance and the WAO no longer being able to generate reserves; this figure would be confirmed shortly. He added that the largest piece of regulatory work to be undertaken in 2014/15 was the corporate assessment which would include observing meetings. He explained that the Council would receive a certificate in place of the two letters which would include an explanation of whether the Council was fulfilling its statutory requirement.

In response to a query from Councillor Clive Carver about the last bullet point on page 59, Mr. Goodlad confirmed that the WAO could no longer charge VAT on Local Government work and as the fee must cover the costs, a corresponding increase in fees of an average of 3.8% has been introduced.

Councillor Robin Guest queried this as he would have expected a reduction in fees, not an increase. He also said that the report indicated that the fee would be over a 12 month period and asked when it would be carried out and reported. The Chief Executive reminded Members that the change was as a result of a VAT ruling by Her Majesty's Revenue and Customs following the reform of the governance of WAO under new legislation. Councillor Andy Dunbobbin felt that the paragraph following the last bullet point on page 59 provided assurance on the issue.

Councillor Richard Jones felt that any informal letters should be made available to the Committee to assist with scrutiny and in response, Mr. Goodlad said that he would liaise with the Chief Executive and the Policy and Performance Manager on timescales of when each piece of work would be delivered. He confirmed that the certificate referred to earlier would not provide the Council with the level of detail previously provided but a way of informing the Authority of any significant issues would be discussed. Councillor Jones suggested that a representative from the WAO attend Committee meetings when the letters would have been received to allow the Members to receive information on the detail before the certificate was issued and to allow their comments and questions to be considered.

RESOLVED:

- (a) That the proposed WAO Regulatory Programme for Performance Audit 2014-15 be noted; and
- (b) That the reduction in fees be noted.

7. IMPROVEMENT PLAN 2014/15

Councillor Robin Guest said that as a result of the 12 June 2014 meeting being deferred, the Improvement Plan had been adopted by the Council at its meeting on 24 June 2014. He asked whether the committee should now consider the report.

The Chief Executive gave the assurance that there was no plan to make amendments to the Plan in-year, as explained at full Council, and added that any change would need to be agreed by Members through the Cabinet and Overview & Scrutiny reporting cycle. Councillor Richard Jones felt that any proposed changes should be ratified by the full County Council.

RESOLVED:

That the report be withdrawn from the agenda.

8. REVENUE BUDGET MONITORING 2013/14 (MONTH 12)

The Corporate Finance Manager introduced a report to provide Members with the Revenue Budget Monitoring 2013/14 (Month 12)

information for the Council Fund and Housing Revenue Account (HRA) which had been submitted to Cabinet on 17 June 2014.

For the Council Fund, the projected net in-year expenditure was reported to be £3.152m less than budget, which was an increase of £0.937m on the £2.215m reported at Month 11.

The movements related to three main areas as detailed in paragraph 3.02 of the report and the Corporate Finance Manager briefing explained the movements in relation to Community Services, Finance and Central & Corporate items.

A number of carry forward requests had been reviewed during the month and had been identified as requiring carry forward into 2014/15. The requests were detailed in Appendix 10 and the Corporate Finance Manager advised that the requests had been approved at Cabinet on 17 June 2014.

Progress on the efficiencies included in the 2013/14 budget was detailed in paragraph 3.06, which currently indicated that £4.213m of the £5.331m (79%) would be achieved, resulting in a net under-achievement of £1.118m; the full details were provided in appendix 9.

On the issue of Non Standard price inflation, the Corporate Finance Manager explained that an amount of £0.036m remained unallocated and was included in the projected underspend within Central & Corporate. Section 6 and appendix 7 provided details of the unearmarked reserves and indicated that the current projected level of the contingency reserve at the end of March 2014 was £5.093m.

The HRA was projected to have an overall underspend of £0.124m and a projected closing balance at Month 12 of £1.533m, which at 5.36% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%; full details of the significant variances in the HRA were included in appendix 8. Within the Month 11 report, an amount of £0.085m was approved to be carried forward to fund software costs in relation to job scheduling and Personal Digital Assistant (PDA) hand held devices. A further review in Month 12 had identified that the amount needed to be carried forward was £0.180m (£0.070m for PDAs and £0.110m for software).

Councillor Richard Jones referred to the underspend of £0.344m in Community Services and asked for details of the factors that had contributed to the figure and for information on what residents were being charged for. The Finance Manager advised that the underspend was partly due to an increase in the number of self funding residents which meant that there had been an increase in the income received. The Leader of the Council said that he was not aware of any changes to charges for residential services and that any future changes would be reported to the Committee. Councillor Jones felt that a number of items that used to be paid for by the Council were now charged back to the residential homes and the charge passed on to the residents.

RESOLVED:

That the report be noted.

9. WORKFORCE INFORMATION REPORT

The Chief Executive introduced a report to provide Members with an update for the fourth quarter 2013/14 for the following:-

- Establishment
- Headcount
- Agency
- Early Retirements (First and third quarter reports only)
- Turnover
- Diversity
- Absence

He explained that the headcount figure had reduced for quarter 4 because of the removal of relief and school supply workers and dormant posts. The absence figures for 2013/14 showed an improvement of 0.28 FTE days lost from the comparative quarter in 2012/13 but did not meet the target set for 2013/14. The Chief Executive welcomed the increase in the number of employees (44%) who had achieved 100% attendance throughout 2013/14.

Councillor Richard Jones suggested that appraisals for managers should include an indicator that the appraisals for all of the staff that reported to them be undertaken. The Chief Executive advised that in the autumn, all of the Senior Managers would have their appraisals and then the appraisals of lower management levels would also be synchronised. This suggestion would be included in the renewed appraisal approach.

Councillor Marion Bateman requested that a breakdown of short and long term absences could be included in future reports.

RESOLVED:

That the Workforce Information Report for quarter four 2013/14 be noted.

10. FORWARD WORK PROGRAMME

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

He explained that since the publication of the Forward Work Programme which included the next meeting as being on 10 July 2014, industrial action had been called for that day and it was therefore proposed that the meeting be changed to 30 July 2014 with a 9.30am start. The following reports would be submitted to the rearranged meeting on 30 July

2014 in addition to the two items reported in the Forward Work Programme for the original date of 10 July 2014:-

1. Year End Improvement Plan Monitoring Report
2. Year End Service Performance Report
3. Capital Programme 2013/14 Outturn
4. Revenue Budget Monitoring 2014/15 (to include monitoring of the 46 Value for Money projects)

The Chair said that the minutes approved earlier indicated that reports on Agile Working and Health & Wellbeing be reported and in response, the Member Engagement Manager advised that they would be considered at a future meeting scheduled in the autumn.

RESOLVED:

That the Forward Work Programme be approved with the amendments suggested at the meeting.

11. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.00am and ended at 11.50am)

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Chairman

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **WEDNESDAY, 30 JULY 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **FUNCTIONAL VALUE FOR MONEY (VFM) PROGRAMME UPDATE**

1.00 PURPOSE OF REPORT

1.01 To provide an update to Members on the Functional VFM Programme and the Programme Management arrangements in place.

2.00 BACKGROUND

2.01 The 2014/15 financial strategy and the development of the Organisational Change and Redesign Programme has been reported and approved by Members.

The four sub-programmes of the Organisational Change and Redesign Programme include:

- Organisational Design: Structure and Operating Model
- Organisational Design: Workforce
- Corporate Value for Money: (VFM)
- Functional Value for Money: (VFM)

The total efficiencies included in the 2014/15 budget amount to £11.9m.

- Corporate Value for Money - £1.3m
- Functional Value for Money - £7.5m
- Workforce Efficiencies - £3.1m

At the Corporate Resources Overview and Scrutiny Meeting on 2 July 2014 members requested a progress update on the Functional (VFM) programme and the efficiencies included in the 2014/15 budget.

3.00 CONSIDERATIONS

3.01 Progress on the achievement of the £7.5m Functional VFM efficiencies is monitored on an ongoing basis through the functional efficiencies tracking document which includes a detailed progress risk based assessment of each initiative. This is updated monthly after

Finance Managers and VFM Review Leads have assessed and challenged the progress of each project, both for 2014/15 and future years.

- 3.02 The Functional VFM Board chaired by the Head of ICT and Customer Services and made up of Finance Managers and the Finance Lead - Organisational Change meet on a monthly basis to review the updated tracking document. Regular updates are provided to the Chief Officer Team.
- 3.03 The Revenue budget monitoring (month 2) report (also on this agenda) was considered by Cabinet on the 15 July and provided an update on the monitoring of efficiencies as shown below:

Corporate and Functional Efficiencies

The 2014/15 budgets include £8.8m of efficiencies relating to Corporate VFM on Procurement and Back to Basics (£1.3m) and specific Functional VFM efficiencies (£7.5m). These are being monitored closely on a risk based approach and current information indicates that there is one area flagged as red at this stage of the year which has a value of £0.070m (delegation of teaching assistant support to schools) which is due to delays in reaching agreements with schools. Implementation is now likely to take place in April 2015.

Workforce Efficiencies

Workforce Efficiencies of £3.1m are included within the 2014/15 budget. A Voluntary Redundancy Programme commenced early in the year which invited invitations for employees to apply. As a result of this, efficiencies totalling approximately 40% of the target have been identified to date in the first phase. Further work is now underway to consider and action the release of a number of deferred VR applications from the earlier programme, to develop proposals for the next phase of the Management Review and to run a further phase of the voluntary redundancy programme.

- 3.04 Due to the complexity and the level of detail included in the Functional VFM monitoring spreadsheet it will be posted out to members in advance of the meeting under separate cover.
- 3.05 As in recent years the monthly budget monitoring report will include details on the progress of all of the efficiencies included in the budget and the month 3 report will provide the first detailed update.

4.00 RECOMMENDATIONS

- 4.01 Members are asked to note the contents of this report

5.00 FINANCIAL IMPLICATIONS

- 5.01 As set out in the report

6.00 ANTI POVERTY IMPACT

6.01 None directly as a result of this report

7.00 ENVIRONMENTAL IMPACT

7.01 None directly as a result of this report

8.00 EQUALITIES IMPACT

8.01 None directly as a result of this report

9.00 PERSONNEL IMPLICATIONS

9.01 None directly as a result of this report

10.00 CONSULTATION REQUIRED

10.01 None directly as a result of this report

11.00 CONSULTATION UNDERTAKEN

11.01 None directly as a result of this report

12.00 APPENDICES

12.01 None

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

**Contact Officer: Gary Ferguson
Telephone: 01352 702271
Email: gary_ferguson@flintshire.gov.uk**

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **WEDNESDAY 30TH JULY 2014**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **YEAR END SERVICE PERFORMANCE REPORT**

1.00 PURPOSE OF REPORT

- 1.01 To note and consider the 2013/14 Year End Service Performance Report produced at the Head of Service/Divisional level under the adopted business model of the Council. The report covers the period January – March 2014.
- 1.02 To enable Members to comments on the new approach to performance reporting.

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 2013/14.
- 2.02 In addition to the Improvement Plan Monitoring Report, bi-annually performance highlight reports will be presented from the Heads of Service. These will be similar to those previously produced for quarterly reporting.

3.00 CONSIDERATIONS

- 3.01 Copies of the detailed Year End Service Performance Reports are attached at Appendix 1.1 – Finance, Appendix 1.2 – Human Resources & Organisational Development, Appendix 1.3 – ICT and Customer Services and Appendix 1.4 – Legal & Democratic Services
- 3.02 The contents of the year end Head of Service reports include:
- Improvement Priorities that do not have an in-year priority
 - Service Plan progress
 - Corporate measures e.g. absence management
 - Reporting against findings from external regulatory bodies e.g. Wales Audit Office, Care and Social Services Inspectorate Wales or Estyn
 - Improvement Targets
 - National Strategic Indicators (NSIs) – as part of the new Outcome Agreement

4.00 RECOMMENDATIONS

4.01 That the Committee consider the 2013/14 Year End Service Performance Reports produced by the Heads of Service, highlight and monitor poor performance and feedback details of any challenge to the Policy, Performance & Partnerships Team who are responsible for the overview and monitoring of improvement targets, for inclusion in the report to the Cabinet.

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 Publication of this report constitutes consultation.

11.00 CONSULTATION UNDERTAKEN

11.01 Not applicable.

12.00 APPENDICES

12.01 Appendix 1.1 – Finance, Appendix 1.2 – Human Resources & Organisational Development, Appendix 1.3 – ICT and Customer Services and Appendix 1.4 – Legal & Democratic Services.

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

None.

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

Year End Head of Service Performance Report Finance Division – Corporate Services

REPORT AUTHOR: KERRY FEATHER - HEAD OF FINANCE

REPORT DATE: MAY 2014

REPORT PERIOD: APRIL 2013 TO MARCH 2014

Introduction

The Head of Finance report is produced on a half yearly basis and provided to Cabinet Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The Finance Division is made up of four service areas - Corporate Finance, Revenues and Benefits, Internal Audit and Clwyd Pension Fund. Following the introduction of the revised organisational model, future reporting of each service area will be within each of the new Chief Officer functional groupings

In relation to Improvement Priorities, Service Plan monitoring and Internal and External Regulatory reports this report refers to the performance of the Corporate Finance and Revenues & Benefits service areas of the Division. The performance of Internal Audit is reported to the Audit Committee on a quarterly basis and the performance of the Clwyd Pension Fund is reported to the Clwyd Pension Panel whose reports are published on a quarterly basis and can be found at www.clwydpensionfund.org.uk. For completeness, the position for the whole Division is given for corporate reporting.

This is an exception based report summarise key information that Members should be made aware of, including both good and poor performance. The report is split into three distinct sections as detailed below.

1. Improvement Priorities & Service Plan Monitoring – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

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

3. Corporate Reporting – this section summaries the performance in relation to issues which are important to divisional management and for which there is a corporate reporting requirement to give a whole authority view e.g. sickness absence, appraisals, complaints, data protection training.

Appendix 1- NSI & Improvement Target Performance Indicators – summary table of the performance for the NSI and Improvement Targets. Commentary is included in section 1 for those indicators shown with a red RAG status.

1. Improvement Priorities & Service Plan Monitoring

Report highlights for the year end 2013/14 are as follows: -

Protecting local front line public services by making the best use of our income / Achieving our income targets

Corporate Finance

Completion of specific improvement actions within the Corporate Finance Service Plan has progressed well, along with significant contributions and support to major areas of corporate working.

During 2013/14, Corporate Finance worked collectively with Officer and Members across the Council to develop the Organisational Change Strategy which identified £12m of efficiencies to balance the budget for 2014/15. The Medium Term Financial Plan (MTFP) was revised twice in the year providing the financial forecast against which the change strategy and its efficiency targets were planned. Finance officers engaged fully with Senior Officers to support them in developing budget proposals which identified efficiencies to meet the budget gap and provided resources to invest in priorities.

Alongside work on revenue, significant input was provided in year supporting the development the Council's asset strategy as important background to member consideration of service choices in 2014/15 against the continuing pressure on local authority budgets.

In relation to Housing, the HRA for 2014/15 delivered £1.1m of revenue efficiencies and £0.500m of new investment, with £12m of capital investment in the housing stock. Significant work has been undertaken in preparation for the new Housing Company and for the proposed changes to the HRA financing system in Wales.

Budget monitoring processes have been updated to strengthen financial management> These were reflected within revised Financial Procedure Rules adopted in September. Capital monitoring reporting has been revised to provide greater simplicity and clarity.

The Statement of Accounts for 2012/13 were finalised in accordance with the statutory timetable and reported to Audit Committee and Council in September. The Accounts received an 'unqualified' opinion by the Wales Audit Office.

The review of the School Funding formula was completed in 2013/14 and the new formula implemented from April 2014.

Corporate Finance has undertaken the complex and detailed financial modelling which underpins the collective agreement on Single Status agreed by members at Council on 29 October and the Council's equal pay strategy.

The service is working with departments across the Council in relation to the corporate performance target for the percentage of undisputed invoices paid within 30 days. Performance across the Council continues to be below target and remains a concern. A number of solutions to achieve improvement are being pursued. Further details are shown in Appendix 1.

Revenues and Benefits

Completion of specific improvement actions within the Revenues & Benefits Service Plan has progressed well. 2013/14 has seen significant changes for Revenues & Benefits arising from the incremental impacts of Welfare Reform and, in particular, the introduction of the Council Tax Reduction Scheme (CTRS). It is pleasing that, during the year, permanent appointments to the senior management team and the section were concluded bringing stability to the service.

Whilst the overall caseload for CTRS and Housing Benefit has remained in line with previous years, the service has been managing an increased workload throughout 2013/14 through the introduction of the Single Room Supplement, increased applications for Discretionary Housing Payments, Benefit Cap and other aspects of preparation for Universal Credit along with a raised level of general enquiries about changes in benefits and entitlement. Increased workloads have led to a shortfall in achieving targets for the processing of new benefit claims and changes of events as shown in Appendix 1. However, stability in staffing numbers and new internal processes has led to improvements in performance in the latter part of the year and will reflect in reporting for 2014/15.

The service is closely monitoring the impacts of Welfare Reform to ensure continuity of service delivery and seeking to maintain high levels of customer service and the achievement of performance targets. The service is also working jointly with other Council departments and Local Service Board partners through the Advice Management Board in a collaborative and supportive approach.

The collection rate for Council tax was 97.9% and for Non Domestic Rates (NDR) was 98.5%. This was the highest collection rate, for both Council tax and NDR, in North and Mid Wales. A review of all Council tax discounts, including Single Person Discounts, was undertaken to ensure the integrity of the Tax base and to maximise the Council Tax Fund.

New and revised procedures and protocols are being implemented across the service, along with the development of performance monitoring and management information to support workload prioritisation and resource deployment with positive outcomes in performance being noted. A dedicated Housing Benefit overpayment team was established and with the introduction of management information this led to a targeted approach to collection. This was recognised in the Council's Excellence Awards.

The Corporate Debt Policy was fully implemented with improvements made in recovery processes, in particular, through early intervention by pro-active telephone debt recovery. Closer working with 3rd sector advice groups was undertaken in support of fair debt policy.

E-billing for Council Tax / NDR has been introduced as a choice for customers and will be extended to include benefit notifications in 2014/15. The move to electronic billing and notifications will increase customer choice, improve efficiency, reduce cost and also supports the Council's priority to achieve channel shift. Self pay kiosks were introduced in support of the migration of the Cash Service into Flintshire Connects with the opening of Flint in 2013/14 and with Connahs Quay and Buckley planned for 2014/15.

The service has taken a proactive approach to partnership working with other North Wales Councils through a collaborative contract for cash in transit and is seeking out other similar opportunities to achieve efficiencies and joint working.

The service continues to work closely with other organisations such as Department for Works and Pensions (DWP), as well as establishing new working relationships for example a new working relationship was established with Job Centre Plus (JCP) in preparation for the roll out of Universal Credit in Shotton.

2. Internal and External Regulatory Reports

Internal Audit

Prior year - a report to the Audit Committee in early October set out the position regarding the implementation of audit recommendations from prior years across a range of finance services. This was at the request of the Audit Committee. In total there were seven reports with a combined total of 27 outstanding recommendations which were beyond the originally agreed implementation date. The revised implementation dates for the recommendations are from September 2013 to March 2014 and the report gave information on how the risks are being managed prior to implementation. This assurance was accepted by the Audit Committee.

For the year April – March 2014 nine reports have been reported to the Audit Committee, with the assurance levels as shown in the table below.

Project Reference	Project Description	Level of Assurance	Recommendations		
			High	Med	Low
FD0040S1	Taxation	Amber +	0	0	7
FD0081S1	Petty Cash Imprest Accounts	Amber -	0	4	1
FD0270S1	Council Tax & NDR	Green	0	0	2
FD6150S1	Housing Benefits	Amber +	0	3	2
CD0220S1	Corporate Grants	Red	3	5	1
FD0083S1	Accounts Receivable	Amber -	0	5	4
FD0160T1	Treasury Management	Green	0	2	0
FD0082S1	Accounts Payable	Amber -	0	4	6
EN0001T1	Income from Fees & Charges	Red	3	1	1

Ongoing Monitoring of Audit Recommendations

The implementation of audit recommendations for all of the Finance Division is now incorporated into the routine monthly and quarterly monitoring arrangements for the Division as part of monitoring of service plans.

External Audit / Regulation

Financial

The annual Statement of Accounts for 2013/14 received an unqualified opinion from the Wales Audit Office (WAO).

Improvement

The WAO continue to keep under review the improvements which the Council is making to its medium term financial planning and quantification of efficiencies to meet funding gaps identified in its Medium Term Financial Plan and it has been reported that the Council has developed a more detailed plan to manage its challenging financial position.

3. Corporate Reporting

Complaints / Compliments	
<p>The Corporate Complaints and Compliments system is in place. For the year, 28 complaints were received and responded to within the 10 day response target. Five complaint responses did not meet the 10 day target, the reason for the delays has been investigated, lessons learnt and revised procedures put in place.</p> <p>A system in Internal Audit has been developed for recording customer satisfaction levels. For the Clwyd Pension Fund, a complaints procedure is in place and there is adherence with the statutory Internal Dispute Procedure (IDRP)</p>	

Sickness Absence	
<p>Procedures are in place to monitor absences and where appropriate steps are taken to improve attendance using the Attendance Management Policy. To support this, verification of the information held within I Trent is being undertaken. Subject to this verification, the absence rate across the Division in the year is 3.05%, being 6.96 days lost per FTE, with 58% of the total being as a result of long term absence.</p>	
Corporate Finance	676 days lost
Revenues & Benefits	494 days lost
Internal Audit	18 days lost
Clwyd Pension Fund	96 days lost

Employee Turnover	
<p>Employee turnover across the areas of service has been in line with anticipated patterns.</p> <p>In Revenues and Benefits there have been six new starters and four leavers. In the Clwyd Pension Fund there has been six new starters on temporary fixed term contracts to address the backlog of work, two new starters and one leaver on a fixed term contract. Within Internal Audit there have been no new starters and only one leaver. There have been internal transfers of employees within Corporate Finance but no starters or leavers.</p>	

Employee Appraisals	
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In total 82% of appraisals were completed across the Finance Function. The reasons for some of the outstanding appraisals were due to delays in recruiting to managerial positions and also long term employee sickness.	
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Data Protection	
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100% of Finance employees have completed the required data protection training.	
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Freedom of Information Requests	
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During the year 125 Freedom of Information act requests were allocated to Finance. 100 of these were determined within the 20 day response time.	
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Appendix 1 - NSI & Improvement Target Performance Indicators

Key

R	Target missed
A	Target missed but within an acceptable level
G	Target achieved or exceeded

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





Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

Note 2 – Change (Improved / Downturned) is based on comparison with the previous year.

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
DWP1L - Time taken to process Housing Benefit (HB) and Council Tax Reduction Scheme (CTRS) new claims	IMP T	16.47 days	17.5 days	20 days		↓Downturned	<p>The Benefits Department has been subject to major changes during 2013/14 with</p> <ol style="list-style-type: none"> 1. Increased workloads / commitments due to Welfare Reform 2. New Management Team being implemented 3. Significant delays in recruitment to vacant posts. 4. Significant reductions in the use of agency staff. <p>Whilst performance for the year is below target, there an improvement on that reported at the half year stage.</p>

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
DWP2L - Time taken to process Housing Benefit (HB) and Council Tax Reduction Scheme (CTRS) change events	IMP T	6.78 days	9 days	9 days		I Downturned	The Benefits Department has been subject to major changes during 2013/14 with 5. Increased workloads / commitments due to Welfare Reform 6. New Management Team being implemented 7. Significant delays in recruitment to vacant posts. 8. Significant reductions in the use of agency staff. Whilst performance for the year is below target, there is an improvement on that reported at the half year stage.
CFH/006 - The percentage of undisputed invoices which were paid within 30 days	NSI	85.80%	95%	91.3		Improved	Whilst performance for the year is below target, there is improvement on last year. The AP function is, in the main, devolved and so overall performance depends on the performance in departments. A report is sent to Heads/Directors on a monthly basis highlighting where the delays are and seeking their support for improvement. A new 'dash board' feature has been introduced within P2P which will immediately show managers where the back logs are within their area of responsibility.

WELSH LANGUAGE

<p>Welsh Language Skills Audit: Percentage complete</p>	<p>70%</p>
<p>Please give narrative updates on the following questions:</p>	
<p>What is your capacity to deliver the following bilingual services?</p> <ul style="list-style-type: none"> • Electronic Signatures bilingual? • Out of Office Messages bilingual? • Letters bilingual or in preferred language (preferred language recorded) 	<ul style="list-style-type: none"> • Electronic Signatures bilingual There is a facility on the Infonet which assists employees to comply with the standard bilingual signature. Finance employees have been made aware of this facility. A recent sample of 60 finance employees shows that 80% currently have a bilingual electronic signature. • Out of Office Messages bilingual Instructions on how to create a bilingual out of office message has been forwarded to all Finance employees. • Letters bilingual or in preferred language (preferred language recorded) The relevant section of the Welsh Language Scheme has been forwarded to all Finance employees. <p>Senior Managers within the department are asked to ensure that staff within their sections comply with these requirements</p>
<p>Update on progress with ensuring that guidance e.g. email, bilingual answering of telephone calls, auto-signatures, disclaimers and out of office replies.</p>	<p>Reminder emails on the requirement to ensure that electronic email signatures are bilingual have been sent. Employees have also been informed to ensure 'out of office replies' are bilingual.</p>

<p>What has been done to identify opportunities to encourage and support others to adopt practices which promote equality between the Welsh and English languages and develop action plans?</p>	<p>Where possible forms are bilingual.</p> <p>The Revenues and Benefits section has a dedicated Welsh telephone line.</p>
<p>How is the Welsh Language Scheme integrated into your service planning?</p>	<p>The Finance section aims to comply with Council standards</p> <p>Service Plans for each Section contain a section on Equalities and Welsh Language which state that a baseline assessment of our adherence to the Welsh Language Scheme has been undertaken.</p>

EQUALITY – please give narrative update – short paragraph only

<p>What has been undertaken to meet the Strategic Equalities plan?</p>	<p>The Finance Division aims to comply with the Council's Equality and Diversity Policy.</p> <p>Equality Impact Assessments have been carried out whenever appropriate.</p>
<p>Please list E impact assessments' undertaken and dates completed.</p> <p>Were any actions undertaken to reduce impact as a result of the EIA?</p>	<p>An Equality Impact Assessment was carried out on the 2014/15 annual budget setting process.</p> <p>The overall assessment on the 2014/15 budget setting is itself informed by a number of other Equality Impact Assessments on specific proposals. An initial screening of these has been undertaken and 1 was screened as having a high impact and 8 were screened as having a medium impact. Individual Equality Impact Assessments will be undertaken on these specific proposals which will identify further opportunities to promote equality and good relations and reduce negative impact.</p> <p>Initial Equality Impact Assessments have also been completed around the impacts of the first wave of Welfare Reform changes.</p>

<p>Please list the systems in place in your area to monitor the diversity of customers.</p> <p>Please give an example of how monitoring data has been used to improve services or identify and reduce barriers to accessing services within your area of responsibility.</p> <p>Have you put in place any initiatives to capture equal monitoring data so that you are able to better understand the profile of your customers?</p>	<p>For the Clwyd Pension Fund employees are automatically contractually enrolled by each employer and should reflect the diversity of the customers.</p> <p>General feedback is requested from all members on each annual benefit statement sent out to home addresses. Opportunities to give feedback are also available at all presentations.</p> <p>The age profile for Clwyd Pension Fund members is reported publicly in the Fund's annual report. The section also insists that our employer's obligations in enrolling eligible employees are followed.</p>
<p>Please give an example of how the Translation and Interpretation facilities for different languages and formats have been promoted to customers within you area of responsibility.</p>	<p>All literature is bilingual and states 'This information is available in alternative formats for example Braille, large print, BSL DVD, audio tape and other languages on request.'</p>
<p>Do you have any examples of initiative to promote equality, eliminate discrimination and promote good community relations?</p>	<p>For the whole of Finance, Equality Awareness training will be provided to identified team members. The Clwyd Pension Fund has direct telephone numbers which are publicly available and on all correspondence, to promote an open door policy without automated services or call screening. Clwyd Pension Fund strive to supply the right level of information in the most appropriate format according to the categories of members. i.e. active defers and pensioners. Individual requests are encouraged and accommodated wherever possible.</p>

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Year End Head of Service Performance Report HR and OD Directorate (Corporate Services)

REPORT AUTHOR: HEAD OF HR AND OD – HELEN STAPPLETON
REPORT DATE: APRIL 2014
REPORT PERIOD: APRIL 2013 TO MARCH 2014

Introduction

The Head of Service report is produced on a half yearly basis and provided to Cabinet Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The approach is based on exception reporting to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues / operational risks should also be highlighted. The report is split into 3 distinct sections: -

1. Improvement Priorities & Service Plan Monitoring – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

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

3. Corporate Reporting – this section summarises the performance in relation to corporate issues e.g. sickness absence, appraisals, complaints, data protection training

Appendix 1- NSI & Improvement Target Performance Indicators – summary table of the performance for the NSI and Improvement Targets. Graphs (where appropriate) and commentary are included in section 1 for those indicators shown with a red RAG status.

1. Improvement Priorities & Service Plan Monitoring

Report highlights for the year end 2013/14 are as follows: -

Priority: Modern and Efficient Council
Sub Priority: Organisation Change

The current phase of organisational change, led by the Chief Executive, is completed with the appointment of the new Chief Officer Group which will be in position by the 1st June 2014. The next phase of organisational change will use the outputs from an analytical overview of the 1st, 2nd and 3rd tier layers within the organisation prepared by a partner body, commissioned in Autumn 2013. The new Chief Officer Group will be tasked with reviewing their portfolio's and identifying service and structural changes to enable the release of positions to meet the current budget challenges. A voluntary redundancy scheme has been completed with an achievement of 50% of the target number of job losses. This will lead to potentially a further request for voluntary redundancies by the Autumn of 2014

Preparation work is continuing to take place on developing improved systems for increasing the pace of change, enablers are being developed and considered as follows:-

1. Revised Job Evaluation maintenance process that will be simplified and efficient
2. Organisational design principles
3. Spans of control guidance
4. Voluntary redundancy programme first phase is completed and approval process is agreed and established
5. Flexible and agile working pilots are completed and revised policies have been agreed by Cabinet with implementation during 2014
6. HR policy development to include pensions reform effective from 1st April 2014
7. Developing stronger links with the LEAN process and identifying additional organisation design tools and organisation change models
8. Learning and development programme which meets the training needs of managers and employees

Operational Risks

- Maintaining change leadership focus

Actions: Prepare line managers for the pace of change ahead; effective communications; elected member engagement

- OD & HR resourcing is it sufficient enough to deliver on organisational change at a lower level of the organisation

Actions: Review ongoing resource requirements and escalate if additional short to medium term support is required.

- Impact of workforce downsizing on operational delivery of services and morale across the organisation

Actions: Line Managers need to review requests for Voluntary Redundancy carefully in line with provided advice or consider redesign of service delivery to accommodate workforce reductions using LEAN and OD principles and with support from the HR and OD team.

- Trade Union Engagement

Actions: Proactive engagement of union colleagues to ensure employee relations are maintained during significant period of change

- Effective Programme/Project Management

Actions: programmed approach to change across the organisation and prioritisation of redesign of service which yield the greatest efficiencies

Priority: Modern and Efficient Council

Sub Priority: Single Status

The Council has achieved a collective agreement with the Trade Unions on Part III provisions (terms and conditions of employment) and will implement the new pay and grading model taking effect from 1st June 2014.

The release of the new pay and grading model has resulted in approximately 160 appeals against the result of single status. In addition the Council have provided an opportunity for employees to request new evaluations to address changes in their duties and responsibilities under the maintenance procedure of job evaluation this has created approximately 150 requests under maintenance. The aim is to communicate results of all appeals and maintenance requests by August 2014.

Operational Risks

- HR and OD resourcing is it sufficient enough to deliver on this project

Actions: Review ongoing resource requirements and escalate if additional short to medium term support is required.

- Elected Member, Line Manager and Employee Engagement

Actions: Clear communications plan in place to complete briefings at critical points

2. Internal and External Regulatory Reports

Report: Disciplinary Policy

Date Finalised: 15th May 2013

Conclusion: Amber

Recommendations: 2 x high, 2 x medium

Summary

*Taking account of the issues identified, Management can take **reasonable assurance** that the controls upon which the organisation relies to manage this area are suitably designed, consistently applied and effective. However we have identified issues that, if not addressed, increase the likelihood of risk materialising in this area.*

Report: iTrent Use of Private Vehicles
Date Finalised: 21st May 2013
Conclusion: Amber
Recommendations: 2 x medium, 6 x low

Summary

Taking account of the issues identified, in our opinion the control framework for the area under review, as currently laid down and operated, provides **some assurance** that risks material to the achievement of the organisation's objectives for this area are adequately managed and controlled.

Report: Agency Staff Follow up
Date Finalised: 5th August 2013
Conclusion: Good Progress

Summary

In our opinion management has demonstrated good progress in implementing actions agreed to address internal audit recommendations. There are no fundamental or significant recommendations that we consider to be receiving inadequate management attention.

3. Corporate Reporting

Complaints / Compliments

The Service is committed to providing and maintaining the highest levels of customer satisfaction. Whilst we had 4 complaints during 2013/14, all were handled in line with agreed time scales and standards.

Sickness Absence

Maximising attendance and dealing effectively with absence remains a key priority across the respective services. Additional HR Advisor support was prioritised to support managers with challenging cases which resulted in the return of a number of employees from long term absence, utilising occupational support and phased returns as key tools. Activity levels of interventions (Occupational Health, Attendance Review Meetings, Stage 1 and 2) have all increased. The 'FTE days lost' impact compared to 2012/13 does indicate an improvement but are mixed with improvements in some areas and not in others. Despite this, maximising attendance will remain a key priority for the services in the new operating model.

The total FTE day's lost within HR and OD for 2013/14 was 9.71 days compared to the comparative figure of 7.29 days for 2012/13. HR and OD were carrying a disproportionate number of long term absentees across the service at the beginning of the year against historic trends and norms, which negatively impacted on the Q1 and 2 figures. Unfortunately, despite corrective action and phased returns leading to consistently improving activity throughout the remainder of the year, they were unable to turn this position around in time to deliver whole year figures in line with the performance of the previous year.

Employee Turnover

The Service has a stability rate of 90% and currently has 74 employees with 11 employees leaving throughout the year. The HR and OD service review was implemented in June 2013 which resulted in the Employee Services team being reduced from 20 FTE to 13 FTE, but increased FTE in other areas of the service to better meet future organisational requirements.

Employee Appraisals

Staff appraisals are continued to be carried throughout the Service and entered onto iTrent resulting in an increase of the quality of data within iTrent.

For HR and OD, the current completion of appraisals is 43%. There is a significant downward turn since the year end 2012/13. The appraisals in our Employee Services team and our Business Partner team that were due prior to 'year end' are late because of the demands of the Single Status and Equal Pay implementation. All outstanding appraisals are scheduled to be completed by the end of July 2014. All employees attend regular one to one meetings with their managers to track performance and delivery of priorities and to offer support and guidance.

In future, HR and OD have set 'windows' of time for appraisals to be completed which will support full completion, identification of development requirements and will allow us monitor more effectively.

Data Protection Training

Following the ICO's audit in April 2013 it has recommended a greater corporate oversight of Data Protection training, in particular it wants training statistics on Data Protection to be reported to CMT and for there to be key performance indicators in regard to Data Protection training to pro-actively monitor and stimulate competency and completion levels. Heads of Service have therefore been asked to indentify all posts in their service areas for which Data Protection training is deemed mandatory, and this information will be input to iTrent.

Following the Service Review in June 2013, a commitment was made that that all posts within the HR and OD require Data Protection training. With this commitment, and to match against a Key Performance Indicator, all employees within the service must have had Data Protection training by June 2014. In order to achieve this, Data Protection training sessions have been organised for employees that require the training ensuring that they receive the required level of knowledge.

Freedom of Information Requests

The service has received 79 Freedom of Information requests within 2013/14 and 49 requests were signed off within the 20 working day deadline. This equates to 69% of requests being handled within the statutory deadline. With the commitment to ensure that the HR and OD response rate is in line with ICO target of 85%, more robust processes will be created in order to improve the current return rate.

Appendix 1 - NSI & Improvement Target Performance Indicators

Key

R	Target missed
A	Target missed but within an acceptable level
G	Target achieved or exceeded



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



Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

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

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
CHR/002 The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence in HR and OD	IMP T	7.29 FTE Days Lost	9.60 FTE Days Lost	9.71 FTE Days Lost		Downturned	For HR and OD, there is a downturn in performance as a result of a number of long term absences. However, our performance is just short of the organisational target of 9.60 day's lost.
Increase the percentage of employees receiving an annual appraisal with Individual Development Plan to 100%	IMP T	76%	100%	43%		Downturned	For HR and OD, the current completion of appraisals is 43%. This has seen a downward turn since year end 2012/13.

Further work is currently being undertaken to develop a set of local performance indicators for HR and OD to include indicators on recruitment, disciplinary investigations and Occupational Health services.

WELSH LANGUAGE

<p>Welsh Language Skills Audit: Percentage complete</p>	<p style="text-align: center;">93.25%</p>
<p>Please give narrative updates on the following questions:</p>	
<p>What is your capacity to deliver the following bilingual services?</p> <ul style="list-style-type: none"> • Electronic Signatures bilingual? • Out of Office Messages bilingual? • Letters bilingual or in preferred language (preferred language recorded) 	<p>Reminders are sent out to employees who do not have bilingual electronic signatures or 'Out of Office' messages. A facility is available on the Infonet for employees who do not have bilingual electronic signatures and information on creating bilingual 'Out of Office' messages have also been provided.</p> <p>All letters, applications packs and correspondence can be provided in the preferred language, whether it be in English or Welsh.</p>
<p>Update on progress with ensuring that guidance e.g. email, bilingual answering of telephone calls, auto-signatures, disclaimers and out of office replies.</p>	<p>Reminders continue to be made regarding electronic signatures, 'Out of Office' and telephone calls.</p>

Progress in undertaking Welsh Language skill assessments on new and revised posts (prior to advert) % complete	Welsh Language skills assessments are carried out on all new posts that have been created, although ongoing work is still being carried out to carry out assessments on current/revised posts.
Welsh Language Skills strategy – general progress update on how far your service has progressed this	The Welsh Language Skills strategy is currently in place, and a working group has been established, although the implementation plan has yet to be agreed and put in place.
Numbers of staff that have undertaken Welsh Language skills training by levels	None
Number and % of staff who have achieved at the different levels	None
General progress update to give examples of what has been undertaken to promote the recruitment of Welsh speakers to Welsh essential posts.	There are no Welsh essential posts within HR and OD.
<p>Description of Welsh Language awareness training:</p> <ul style="list-style-type: none"> • Number of courses offered • Attendance numbers 	<p>Welsh Language courses and workshops are offered to all employees. Courses/workshop include:</p> <ul style="list-style-type: none"> • Welsh Language Awareness (Workshop) • Welsh Language in the Workplace (Basic) (Workshop)

<p>What progress has been made to ensure job application packs are bilingual?</p>	<p>All job application packs are bilingual and with the launch of Web Recruitment the necessary documents (job application, advert, person specification) is also bilingual.</p>
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EQUALITY – please give narrative update – short paragraph only

<p>What has been undertaken to meet the Strategic Equalities plan?</p>	<p>Continuing to improve the quality and quantity of workforce data relating to protected characteristics within the Equalities Act. Continue to collate missing diversity data from employees.</p>
<p>Please list Equality impact assessments' undertaken and dates completed.</p> <p>Were any actions undertaken to reduce impact as a result of the EIA?</p>	<p>Single Status Collective Agreement – October 2013 Review of Discretionary Compensation Payments Policy and VR Scheme – January 2014 Single Status Appeals Policy – February 2014 Single Status Maintenance Policy – March 2014</p>
<p>Have you put in place any initiatives to increase the percentage of equality monitoring data held for employees and job applicants - please describe.</p>	<p>An equalities monitoring review was carried out during May 2013 in order to collate missing data from employees. Carrying out this review meant that employees who did not have IT access (in which they could enter their data onto via iTrent) were able to provide the information via paper questionnaires. This review was a success and has seen a large improvement on the quality and quantity of data we hold for employees.</p>
<p>Please give an example of how the Translation and Interpretation facilities for different languages and formats have been promoted to customers within you area of responsibility.</p>	<p>Job applications packs are provided in a number of ways which include Welsh language, Braille, larger text and coloured paper. The applications can be provided upon request.</p>

Do you have any examples of initiative to promote equality, eliminate discrimination and promote good community relations?

In order to promote equality and eliminate discrimination, we continue to adopt and promote logos on emails and the Flintshire County Council website such as the 'two ticks', Age Posi+ive, and Stonewall Cymru.

Year End Head of Service Performance Report ICT & CUSTOMER SERVICES (CORPORATE SERVICES)

REPORT AUTHOR: **HEAD OF ICT & CUSTOMER SERVICES**

REPORT DATE: **19TH MAY 2014**

REPORT PERIOD: **YEAR END 2013/14**

Introduction

The Head of Service report is produced on a half yearly basis and provided to Cabinet Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The approach is based on exception reporting to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues / operational risks should also be highlighted.

The report will cover the ICT Service and elements of Customer Services. The remainder of Customer Services and Procurement feature in the Improvement Plan Monitoring reported at Quarter 1 and next due to be reported at Quarter 3

The report is split into 3 distinct sections: -

1. Improvement Priorities & Service Plan Monitoring – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

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

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

Appendix 1- Local & Improvement Target Performance Indicators – summary table of the performance for the Local and Improvement Targets. Graphs (where appropriate) and commentary are included in section 1 for those indicators shown with a red RAG status.

1. Improvement Priorities & Service Plan Monitoring

Report highlights for the year end 2013/14 are as follows: -

ICT - Service Review			
The IT Service Review is on scheduled for implementation on the 1 st May and all Individual Consultations have taken place and assimilations are complete.			
ICT - Education ICT			
The line management responsibility of the Education ICT Unit has been transferred to Corporate ICT following the secondment of the Education ICT Advisor to Welsh Government. It is proposed to review the service as a Phase 2 ICT review which we will commence in the second half of 2014 following completion of the Learning in Digital Wales project completion (see below)			
ICT Service Desk			
A new IT Service Desk system has been implemented following a joint procurement with Wrexham and Gwynedd. In implementing the new system we have reviewed all helpdesk processes and the new structure arising from the Service Review will improve and strengthen the service provided with an aim to resolve a minimum of 50% of all calls at first point of contact. We will also be encouraging greater use of self service via the Infonet using knowledge base facilities provided with the new system.			
Currently helpdesk performance is above target for calls resolved at first point of contact at 41.65% against a 34% target. However, calls resolved in agreed timescale is down at 89.53% against a target of 94% target. This reflects the volume of projects and change being implemented at the moment within the division.			
	Year		
Performance Indicator	2011/2012	2012/2013	2013/14
The number of help desk calls which are restored for use in a timescale agreed by ICT and the service user	24218	29506	28935
The number of help desk calls which are restored for use at the time of the incident being reported	7129	10920	13460
The total number of help desk calls	25975	32238	32320
The percentage of help desk calls which are resolved for users in a timescale agreed by ICT and the service user	93.24%	91.53%	89.53%
The percentage of help desk calls which are resolved for users at the time of the incident being reported	27.45%	33.87%	41.65%
ICT – Members ICT			
Following agreement with the Leadership and all group leaders to a detailed business case, the rollout of technology to improve Members ICT has begun with electronic tablet devices being provided for use by Members as an alternative to paper agendas and reports.			

ICT - Electronic Document Management

Work continues to reduce paper storage, modernise processes and improve information access and availability, by the use of an Electronic Document Management System, aligned to our Assets Programme. Projects have been completed in HR, Housing and Asset Management further projects are underway in Public Protection and planned with; Procurement, Planning, Building Control and Social Care.

ICT – Customer Relationship Management (CRM) System

CRM technology has been implemented within the Contact Centre during 2013-14 (primarily for Streetscene customer enquiries). The CRM was also used for Housing Income and Assisted Gardening Service customer call-back requests and the intention is to develop the CRM further in 2014/15 with an increase in the variety of services and increased integration with back office systems.

ICT – Microsoft

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

The projects range from infrastructure upgrades, the upgrade from Windows XP, the replacement of Lotus Notes with Microsoft Exchange and the implementation of a new Systems Management solution. The programme is due to complete by the end of 2014.

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

ICT – Agile Working (inc. Wireless)

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

ICT – Learning in Digital Wales (LiDW)

Earlier this year the Welsh Government announced grant funding to improve schools ICT infrastructures and also the connectivity available to the schools under the Learning in Digital Wales (LiDW) initiative. £1 million was allocated to Flintshire to improve schools ICT which will see the implementation of modern, high capacity networking infrastructures in all schools. In addition this funding will provide a centrally managed wireless solution which will allow wireless access to be rolled out across all the schools in Flintshire, this will also allow schools to introduce Bring Your Own Device (BYOD) facilities, so pupils can use their own electronic devices within the learning environment. The grant conditions set by Welsh Government mean the timescales for designing, procuring and implementing a solution is very challenging with all schools infrastructure works needing to be completed by the end of January 2014, and subsequent work to upgrade broadband links for all schools must be completed by July 2014.

ICT – Infrastructure Upgrades

A considerable number of ICT Core Infrastructure upgrades have taken place recently to refresh and upgrade technologies and support a number of projects particularly the

Microsoft Programme and Agile Working. Much of this has taken place 'behind the scenes' with minimal business impact but will deliver significant ongoing business benefits such as future proofing IT systems, preparing for future increased workloads (mobile, agile), providing additional capacity and improved security and security compliance.

Customer Services – Contact Centre

Although we have not seen a significant improvement in call response times to the corporate contact centre and the overall average does not hit the target of 75% of calls answered within 15 seconds. However there are many occasions throughout the year when the target has been achieved and exceeded. The volume of calls to the contact centre is unpredictable owing to the nature of Streetscene services and can increase significantly due for example to the slightest change in weather conditions. This has a significant effect on the average performance figure for the year.

The corporate contact centre now handles telephone calls for Streetscene, Housing Income and back up support for the new Assisted Gardening Services.

Development of the contact centre continues and the use of the technology to handle telephone calls is now being used in many areas across the council e.g. Revenues and Benefits, Housing Repairs.

Customer Services - Complaints

Performance in the handling of complaints continues to improve year on year and we have exceeded our target of 80% for responding to complaints within 10 working days by 3.93%.

Customer Services – Registrars Service Changes

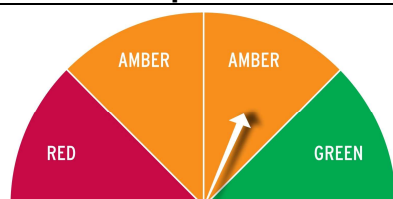
The Flintshire Registration Service is being reviewed to improve service delivery based on customer demand, reduce the amount of additional hours worked by the registration team to deliver the service and identify efficiencies. A full analysis of tasks has been undertaken and the review is being challenged under the value for money framework. There have been a number of issues to resolve causing delays in this review and it is likely to be complete during the Summer of 2014.

Central Procurement Unit

Comprehensive information and commentary is included in the Improvement Plan year end monitoring report regarding procurement performance and work programme.

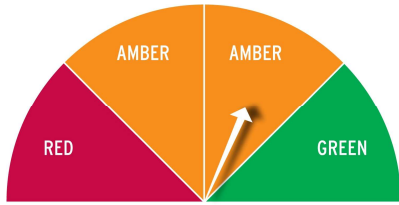
2. Internal and External Regulatory Reports

Internal Audit Report – Flintshire Connects Cash Handling



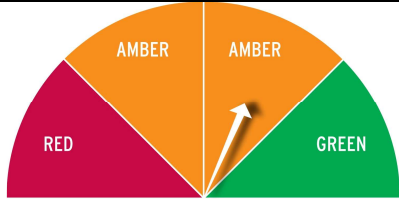
- **Risks High 0 Medium 1 Low 3**

Internal Audit Report - Electronic Document and Records Management



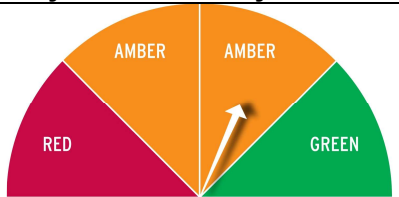
- Risks High 0 Medium 2 Low 3

Internal Audit Report – Information Governance (Internet and e-Mail)



- Risks High 0 Medium 3 Low 0

Physical Security Datacentre 2



- Risks High 0 Medium 5 Low 1

3. Corporate Reporting

Complaints /Compliments

Performance in the handling of complaints continues to improve year on year and we have exceeded our target of 80% for responding to complaints within 10 working days by 3.93%.

314 compliments were received during 2013/14.

Registration Service

The Annual Performance Report for the Flintshire Registration Service 2103/14 has been submitted to the General Register Office and a summary of the response is as follows:

“It is pleasing to note the high levels of service achieved by the local authority during the past year. We note your excellent attainment against the key performance target in respect of birth and death appointments. Additionally, I am pleased to note the assurance you have provided that GRO requirements in respect of the reporting of Suspicious Certificate Applications and Suspected Sham Marriage/CP; and those in respect of Data Protection and the Registration Online (RON) System have been adhered to. The comments included in this section show good management oversight and staff awareness in this important area.”

Sickness Absence

The division consistently has low levels of sickness absence. The full year figure is 6.2 days lost per FTE which is above target but is primarily as a result of a couple of instances of long term sickness within the division. Although performance is still well below the average Sickness Absence for the organisation as a whole it is a feature of all management appraisals and discussed regularly at Management team.

Workforce Turnover

Workforce turnover is low at 2.66%

Equality Monitoring

All actions within the Corporate Equality Plan which are the responsibility of the service are reviewed and monitored by Management team.

Welsh Language Monitoring

All actions within the Council's Welsh Language Scheme which are the responsibility of the service are reviewed and monitored by Management team.

Data Protection Training

Arrangements are in place to ensure all relevant individuals have attended Data Protection Training and refresher training as required. Currently 99% of employees have received appropriate Data Protection training.

Appraisals

All Appraisals are complete across the Division.

Appendix 1 - NSI & Improvement Target Performance Indicators

Key

R	Target missed
A	Target missed but within an acceptable level
G	Target achieved or exceeded

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



Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

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

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
CUSM2L Aim to answer switchboard telephone calls within 15 seconds	N/A	97.68%	98.0%	97.11%	A	Maintained	Switchboard received 261,412 enquiries in 2013-14 of which 97.11% of telephone calls were answered within 15 seconds. The overall performance is high with small drops in performance during busy periods e.g. when demand for Switchboard exceeds

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
							internal capacity (e.g. annual leave)
CUSM3L Answer direct dialled telephone calls within 15 seconds	N/A	92.73%	95%	97.16%	G	Improved	Over 1.5 million direct telephone calls were made to officers across the Authority in 2013-14. The overall performance is high with only 2.84% of direct telephone calls answered in over 15 seconds.
CUSM5L Percentage of Contact Centre 'lost' calls (abandoned after 15 second threshold)	N/A	12.36%	5%	7.69%	A	Improved	The volume of calls to the Contact Centre is high with peaks during periods of service change, severe weather and emergencies. The speed of answer is affected when demand for the service exceeds capacity within the team and/or during staff absences.
Percentage of Contact Centre calls answered in under 15 seconds (Streetscene calls only)	N/A	61.82%(20 seconds)	75%	64.70%	A	Improved	This figure is based on a total of 104,459 calls to Streetscene only. The volume of calls to the Contact Centre is high with peaks during periods of

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
							service change, severe weather and emergencies. The speed of answer is affected when demand for the service exceeds capacity within the team and/or during staff absences.
Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)	N/A	97.08%	95%	95.54%	G	Improved	The performance has exceeded its target. Performance can be affected by the number and nature of enquiries.
*CUSM1 % of Complaints completed within 10 working days (all directorates)	IMP T	75.11%	80%	83.93%	G	Improved	Performance in responding to complaints with 10 working days has increased by 8.82% from 2012/13

Indicator	NSI / Imp T (Note 1)	Previous Year Annual Outturn 2012/13	Annual Target 2013/14	Current Year Annual Outturn 2013/14	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
ICTM1 Helpdesk Calls fixed on time	N/A	91.44%	94%	89.53% *	R	Downturned	This reflects the volume of projects and change being implemented at the moment within the division
ICTM2 Helpdesk Calls resolved at first point of contact	N/A	33.84%	35%	41.65% *	G	Improved	There has been a focus on addressing as many calls as possible at first point of contact and with the new helpdesk system we will be aiming to increase this response rate to 50% for 2014/15.

* 2013/14 data differs to that in Fynnon. Fynnon assumes that any calls that haven't met the fixed date have failed to meet it; however this may not be the case. There were at the time of reporting 257 calls still open and we don't know whether they will meet or will not meet their targets due to the call being put on hold. We exclude these calls from the reports rather than assuming that they will/will not meet their targets.

WELSH LANGUAGE - ICT & CUSTOMER SERVICES SPECIFIC

<p>Welsh Language Skills Audit: Percentage complete</p>	<p style="text-align: right;">%</p>
<p>Please give narrative updates on the following questions:</p>	
<p>What is your capacity to deliver the following bilingual services?</p> <ul style="list-style-type: none"> • Electronic Signatures bilingual? • Out of Office Messages bilingual? • Letters bilingual or in preferred language (preferred language recorded) 	<ul style="list-style-type: none"> • Electronic Signatures bilingual • Customer Services staff are aware of the corporate bilingual electronic signatures and have applied this to their outgoing messages. • Out of Office Messages bilingual • Welsh speakers will leave an out of office voice mail message. All pre-recorded out of office messages are bilingual. • Letters bilingual or in preferred language (preferred language recorded) • All correspondence is responded to in the language of choice. Any complaints received through the medium of Welsh are recorded and responded to accordingly.
<p>Update on progress with ensuring that guidance e.g. email, bilingual answering of telephone calls, auto-signatures, disclaimers and out of office replies.</p>	<p>Infonet includes instructions relating to these matters. All customer services staff answer the telephone bilingually to external callers. The contact centre has been designed to provide equality in both languages offering a choice of dealing with their enquiry in Welsh or English.</p>

<p>What has been done to identify opportunities to encourage and support others to adopt practices which promote equality between the Welsh and English languages and develop action plans?</p>	<p>We encourage staff to attend Welsh courses. We aim to recruit Welsh speakers to front line posts. Our new website and mobile app are fully bilingual. Our contact centre is fully bilingual.</p>
<p>How is the Welsh Language Scheme integrated into your service planning?</p>	<p>As many of the services are customer facing we ensure that we offer an equal level of service in Welsh and English. Our new website is fully bilingual and we aim to recruit Welsh speakers to all Customer Services posts. However as there is no external recruitment we are finding it difficult to recruit Welsh speakers from internal candidates.</p>
<p>Review of the translation unit – general progress update.</p>	<p>Flintshire continues to employ 2 part time translators which deal with most translation requests. A new agreement is now in place with Conway Council following the review of the service. Any translations that cannot be undertaken by Flintshire’s translators are sent to Conwy for translation rather than using private external companies. As Conwy are able to recruit Welsh translators they can manage this additional capacity. The benefits of this arrangement are that there is less administration involved, the Conwy translators are experienced in local government terminology, the turnaround of translations is quicker and the cost of translation is less than using external translators.</p>

EQUALITY – please give narrative update – short paragraph only

<p>What has been undertaken to meet the Strategic Equalities plan?</p>	<p>Flintshire Connects Centres have been designed to meet accessibility standards. The new website has been designed to meet accessibility standards. A review of the site will include an accessibility assessment.</p>
<p>Please list Equality impact assessments' undertaken and dates completed.</p> <p>Were any actions undertaken to reduce impact as a result of the EIA?</p>	<p>Equality Impact Assessments have been completed for the development of the Flintshire Connects Centres. The project manager regularly meets with the Flintshire Disability Forum to discuss the progress with Flintshire Connects development.</p>
<p>Please list the systems in place in your area to monitor the diversity of customers.</p> <p>Please give an example of how monitoring data has been used to improve services or identify and reduce barriers to accessing services within your area of responsibility.</p> <p>Have you put in place any initiatives to capture equal monitoring data so that you are able to better understand the profile of your customers?</p>	<p>Flintshire Connects records all visitors to the centres to monitor footfall, Welsh speakers and reason for visit. There are no specific systems in place for measuring diversity.</p>

<p>Please give an example of how the Translation and Interpretation facilities for different languages and formats have been promoted to customers within your area of responsibility.</p>	<p>The use of interpretation facilities is promoted and used at the Flintshire Connects Centres. A project was funded by Barnardos to encourage those with English language barriers to access council services and improve their confidence. This was delivered at Flintshire Connects – Holywell with the support of the Flintshire Connects staff. Flintshire Connects’ staff and Customer Services’ staff have received training by the Communities 2.0 team to learn how to help and encourage customers to access council services electronically particularly digitally excluded groups. This training will be cascaded throughout the rest of the team.</p>
<p>Do you have any examples of initiative to promote equality, eliminate discrimination and promote good community relations?</p>	<p>As above</p>

WELSH LANGUAGE – PROCUREMENT SPECIFIC

<p>Welsh Language Skills Audit: Percentage complete</p>	<p style="text-align: center;">%</p>
<p>Please give narrative updates on the following questions:</p>	
<p>What is your capacity to deliver the following bilingual services?</p> <ul style="list-style-type: none"> • Electronic Signatures bilingual? • Out of Office Messages bilingual? • Letters bilingual or in preferred language (preferred language recorded) 	<ul style="list-style-type: none"> • Electronic Signatures bilingual • Out of Office Messages bilingual. • Letters bilingual are sent out to any mass correspondence e.g. e-sourcing engagement. Any other individual letters are sent in their preferred language.
<p>Update on progress with ensuring that guidance e.g. email, bilingual answering of telephone calls, auto-signatures, disclaimers and out of office replies.</p>	<p>The “Selling to the Council Guide” on the Internet is bilingual. As part of the merger between the Corporate Procurement Unit’s of DCC and FCC scheduled for 01.07.2014 a review of email signatures, out of office, bilingual answering of phone calls will be undertaken and actioned.</p>

<p>How is the Welsh Language Scheme integrated into your service planning?</p>	<p>As a service we are aware of the recent guidance published by Welsh Govt in relation to tendering and contracting and as part of the merger of both Corporate Procurement Units an officer will be allocated the role of “champion” for Welsh Language in relation to procurement going forward. A detailed response has been sent in relation to the impact that the new Welsh language standards may have in the way procurement activities are carried out.</p>
<p>General update on progress through the action plan to implement the requirements of WL Scheme (action plan in draft 2013).</p>	<p>The action plan principles will be actioned as part of the document review as a result of the merger between the Corporate Procurement Units as well as being reviewed as part of the e-sourcing implementation. Once both of the above initiatives have been completed, the requirements of the Welsh Government guidance will be complied with. Additionally the Contract Procedure Rules now in place require Welsh language considerations to be considered as part of the planning of procurement projects.</p>

EQUALITY – please give narrative update – short paragraph only

<p>What has been undertaken to meet the Strategic Equalities plan?</p>	<p>New Contract Procedure Rules now make it mandatory for Equalities to be considered in planning for procurement projects and Pre Qualification Questionnaire has been amended to include Equalities as a mandatory section.</p>
<p>Please list Equality impact assessments' undertaken and dates completed.</p> <p>Were any actions undertaken to reduce impact as a result of the EIA?</p>	<p>Not Applicable</p>
<p>Please give an example of how the Translation and Interpretation facilities for different languages and formats have been promoted to customers within you area of responsibility.</p>	<p>The P2P and E-Sourcing solutions have been made available in Welsh and English to individual users. This will allow officers to undertake the use of procurement systems in their language of choice.</p>
<p>Do you have any examples of initiative to promote equality, eliminate discrimination and promote good community relations?</p>	<p>See Above.</p>

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Q4 Performance Report Legal & Democratic Services (Corporate Services)

REPORT AUTHOR: *Head of Legal & Democratic Services*

REPORT DATE: **MAY 2014**

REPORT PERIOD: **APRIL 2013 TO MARCH 2014**

Introduction

The Head of Service report is produced on a half yearly basis and provided to Cabinet Members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The approach is based on exception reporting to summarise key information that the Head of Service feels Members should be aware of, including both good and poor performance. Emerging issues / operational risks should also be highlighted. The report is split into 3 distinct sections: -

1. Improvement Priorities & Service Plan Monitoring – this section is used to discuss the progress being made towards the Improvement Priorities which do not have an in year focus and therefore are not included within the quarterly progress report on the Improvement Plan. It is also used to highlight good news and key issues (including operational risks and the actions necessary to control them) arising from monitoring the progress being made towards delivering the service plan.

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

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

Appendix 1- NSI & Improvement Target Performance Indicators – summary table of the performance for the NSI and Improvement Targets. Graphs and commentary are included in section 1 for those indicators shown with a red RAG status. An asterisk (*) indicates that the indicator is an *improvement* target.

1. Improvement Priorities & Service Plan Monitoring

Report highlights for the half year are as follows: -

- a) Legal Services Collaboration – the collaboration agreed to pilot shared working in two areas of law: prosecutions; adult social care. The lawyers in the relevant teams from all Councils have been distributing work based on availability and expertise rather than just handling the work for their own council. Performance measures based on cost, speed of service and customer satisfaction were established. A full evaluation report is due in June 2014 but initial results show that service standards have been maintained or improved and that this way of working can be extended to other areas of legal work.
- b) Individual Elector Registration – The Council was able to successfully match 88.6% of records compared to the national average 78%. If a similar rate were achieved in future then we would only canvass the 11.4% for whom a data match was not achieved. The Council has therefore been testing the quality and accuracy of its records prior to the formal move to IER.

From 10 June 2014 each elector will have to register to vote personally rather than being included on a return for the entire household. Electors will need to supply their date of birth and national insurance number as well as their signature. Existing systems are well prepared to handle such data but there will be a new requirement to cross check that data with other records in order to eliminate fraud.

2. Internal and External Regulatory Reports

- a) Internal Audit reports:

Project Reference	Project Description	Level of Assurance	Recommendations		
			High	Med	Low
LD0220T2	Follow Up ICO Data Protection Audit	Adequate Progress Made	0	0	0
CD0040T1	Corporate Governance	Green	0	0	1
LD7004T1	Legal Counsel	Green	0	4	2

- b) External reports:

In February the Information Commissioner Follow Up process to its original audit of April 2013 was completed.

3. Corporate Reporting

Complaints / Compliments

There were no complaints about Legal & Democratic Services.

The Local Resolution Procedure has been used successfully to resolve two complaints.

Sickness Absence

The average number of days lost for Legal & Democratic Services for quarters 1 – 4 were as follows:

Q1	2.01 /FTE
Q2	1.09 /FTE
Q3	0.78 /FTE
Q4	2.96 /FTE

These figures were merely influenced by a small number of long term sickness.

All sickness absence is managed in accordance with the Council's procedure.

Employee Turnover

The Legal Department has engaged a Modern Trainee.

The creation and filling of a new Legal Assistant post has meant that the Legal Department has been able to release two part-time locums and one part-time solicitor.

Employee Appraisals

100% employee appraisals were carried out during the last 12 months. Mid year appraisals were also carried out towards the end of 2013.

Data Protection Training

All employees whose jobs require mandatory Data Protection training have received training.

Freedom of Information Requests

During the year all FOI requests dealt with by Legal and Democratic Services have been dealt with within the statutory timescale. The ICO expects at least 85% to be dealt with within the statutory timescale.

Appendix 1 - NSI & Improvement Target Performance Indicators

Key

R	Target missed
A	Target missed but within an acceptable level
G	Target achieved or exceeded

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



Graphs and commentary are included in section 1 for those indicators shown with a red RAG status.

Note 1 – NSI = National Statutory Indicator Imp T = Improvement Target

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

In quarter two the following local performance indicators were identified for Legal Services:
These are new indicators and so no previous out turn exists.

		Target	Oct 2013 – March 2104
1.	Turn around times for work		
a.	Despatch first draft within 20 working days of receipt of full instructions:		
	• standard contract (ICE, JCT, etc.)	80%	G
	• s106 agreement	80%	G
	• land sale or lease	80%	G
	• s.278/s.38 Highways agreement	80%	G
b.	Ensuring all school admission appeal decision letters are sent out within 5 days of decision.	80%	G
2.	Child care cases		
a.	Number of cases issued (information only)		20
b.	Completing child care proceedings within 26 weeks of instruction	80%	N/A – the 26 week period was not applicable

Indicator		2012/2013		2013/2014	
		Target	Actual	Target	Actual
All Wales Benchmarking Statistics (information only)					
a.	Cost per head of population (ranking out of 22) (low being good)	N/A	6 th	N/A	available July 2014
b.	No. of fee earners compared to other officers (ranking out of 22)	N/A	11 th	N/A	
c.	Income generated	N/A	10th	N/A	

Indicator	NSI / Imp T (Note 1)	Annual Target 2013/14	2013/14 Q1 Outturn	2013/14 Q2 Outturn	2013/14 Q3 Outturn	2013/14 Q4 Outturn	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
Agenda Circulation - Percentage of agendas to be circulated 3 days before the date of the meeting	N/A	100%	100%	100%	100%	100%	G	Static	Performance remains at optimum level.
Declaration of Interest – Percentage of declarations by Members recorded in minutes of meetings	N/A	100%	100%	100%	100%	100%	G	Static	Performance remains at optimum level.
Availability of draft minutes (5 days) – Percentage of draft minutes available 5 working days after the meeting	N/A	100%	100%	100%	100%	100%	G	Static	Performance remains at optimum level.
Availability of Final Minutes – Percentage of final minutes available to the public 15 working days after approval at the subsequent meeting	N/A	100%	100%	100%	100%	100%	G	Static	Performance remains at optimum level.
Percentage of staff requiring Data Protection training who have received it	N/A	100%	100%	100%	100%	100%	G	Static	

Indicator	NSI / Imp T (Note 1)	Annual Target 2013/14	2013/14 Q1 Outturn	2013/14 Q2 Outturn	2013/14 Q3 Outturn	2013/14 Q4 Outturn	RAG	Change e.g. Improved / Downturned (Note 2)	Commentary
Percentage of FOI requests responded to within the statutory timescale (Legal & Democratic only)	N/A	85%	100%	100%	100%	100%	G	Static	

WELSH LANGUAGE

Welsh Language Skills Audit: Percentage complete	58%
Please give narrative updates on the following questions:	
<p>What is your capacity to deliver the following bilingual services?</p> <ul style="list-style-type: none"> • Electronic Signatures bilingual? • Out of Office Messages bilingual? • Letters bilingual or in preferred language (preferred language recorded) 	<ul style="list-style-type: none"> • Electronic Signatures bilingual • Out of Office Messages bilingual • Letters bilingual or in preferred language (preferred language recorded) <p>All electronic signatures, out of office messages and answerphone messages are bilingual. 'Standard/template' documents are bilingual and bespoke correspondence will be translated for respondents who indicate a preferred language. The Constitution is being translated as each part is reviewed by the Constitution Committee.</p>
Update on progress with ensuring that guidance e.g. email, bilingual answering of telephone calls, auto-signatures, disclaimers and out of office replies.	
What has been done to identify opportunities to encourage and support others to adopt practices which promote equality between the Welsh and English languages and develop action plans?	The North Wales Legal Services Collaboration has bilingualism as one of its aims. Two recent pilots for shared services have required a fully bilingual service as specific outcomes. As those pilots are rolled out across further work areas they will increase the proportion of fully bilingual services.

<p>How is the Welsh Language Scheme integrated into your service planning?</p>	<p>Service planning focuses on two areas:</p> <ol style="list-style-type: none"> 1. documentation 2. spoken Welsh <p>There are action plans to increase the level of documentation offered bilingually. Staff are encouraged to learn Welsh and any collaborative arrangements must be fully bilingual. There is limited recruitment but the ability to speak Welsh will be prioritised.</p>
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EQUALITY – please give narrative update – short paragraph only

<p>What has been undertaken to meet the Strategic Equalities plan?</p>	<p>All services delivered directly to the public have been equality checked. The main role in delivering the Equalities Plan is to help ensure that business processes are equalities compliant eg. the budget, new policies etc.</p>
<p>Please list E impact assessments' undertaken and dates completed.</p> <p>Were any actions undertaken to reduce impact as a result of the EIA?</p>	<p>Please see the above.</p>
<p>Please list the systems in place in your area to monitor the diversity of customers.</p> <p>Please give an example of how monitoring data has been used to improve services or identify and reduce barriers to accessing services within your area of responsibility.</p>	<p>The service is principally focussed on supporting councillors and other Council officers and so diversity monitoring is not really appropriate.</p>

<p>Have you put in place any initiatives to capture equal monitoring data so that you are able to better understand the profile of your customers?</p>	
<p>Please give an example of how the Translation and Interpretation facilities for different languages and formats have been promoted to customers within you area of responsibility.</p>	<p>All correspondence includes a message about welcoming communication in Welsh.</p> <p>When facilitating school admission appeals translators are engaged to attend appeal hearings eg. Polish and Japanese translators have been engaged.</p>
<p>Do you have any examples of initiative to promote equality, eliminate discrimination and promote good community relations?</p>	<p>Given that the service is a corporate support function its role is to help advise and devise on such initiatives rather than to implement them itself.</p>

FLINTSHIRE COUNTY COUNCIL

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

DATE: **WEDNESDAY 30TH JULY, 2014**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **YEAR END IMPROVEMENT PLAN MONITORING REPORT**

1.00 PURPOSE OF REPORT

1.01 To note and consider elements of the 2013/14 Year End Improvement Plan Monitoring Report relevant to the Corporate Resources Overview and Scrutiny Committee. The report covers the period January – March 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 2013/14.

2.02 In addition to the Improvement Plan Monitoring Report, bi-annually performance highlight reports will be presented from the Heads of Service. 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 – 8:-

- Welfare Reform
- Organisational Change
- Matching Resources to Priorities
- Achieving Efficiency Targets
- Procurement Strategy
- Asset Strategy
- Access to Council Services
- Single Status

4.00 RECOMMENDATIONS

4.01 That the Committee consider the 2013/14 Year End 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 2013/14.

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 2013/14.

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 – Matching Resources to Priorities
Appendix 4 – Achieving Efficiency Targets
Appendix 5 – Procurement Strategy
Appendix 6 – Asset Strategy
Appendix 7 – Access to Council Services
Appendix 8 – Single Status

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

We said in 2013/14 that we would:

1. Help prevent people from becoming homeless

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14 - Vulnerable households, impacted by the welfare reforms, were targeted with advice and support. Introduced amendments to the FCC housing allocation and rent arrears policies to ensure they were able to respond to the challenges created by the housing benefit reforms. Integrated the Housing Register Team, responsible for managing the social housing register, with the Housing Options Team.

What went well – The advice targeted at households, impacted by the spare room subsidy, has helped FCC tenants to better manage the financial changes imposed upon them by the welfare reforms & mitigated the full extent of impacts from the reduction in HB payments from falling upon the Housing Revenue Account. Through the integration of the Housing Register Team & the Housing Options Team, we are now able to provide a more realistic housing options approach for more households impacted by the welfare reforms.

What did not go so well - The introduction of sufficient levels of suitable accommodation to remove the need for homeless households, especially those containing children, to be temporary housed, albeit in an emergency, within Bed and Breakfast accommodation.

Achievement will be Measured through:

- The percentage of all potentially homeless households for whom homelessness was prevented for at least 6 months

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year-End Outturn	Performance RAG	Trend
Homeless Prevention for 6 months (HHA/013)	Head of Housing	83.41%	90%	90%	84.89%	A	Improved

Risks to Manage

- Meeting the growing costs of homeless prevention
- Rent arrears rising if tenants are unable to afford to pay their rent
(these risks are combined and therefore both covered below, if tenants are able to afford rent, this lessens the demand and therefore cost of providing homelessness prevention and use of B&B's)

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Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
a()	(I)	(Lxl)		(L)	(I)	(Lxl)			(L)	(I)	(Lxl)	
H	H	R	<ol style="list-style-type: none"> Staff across the service have had Homeswapper training to help assist tenants to downsize. 1,2 A Housing Officer (Welfare Reform) has been appointed to provide additional capacity to work to identify and implement creative solutions that address housing requirements of tenants impacted by the spare room subsidy. 1,2 Work undertaken with Revenues & Benefits to 	M	M	A	<ol style="list-style-type: none"> Manage the implementation of, and monitor the outcomes from the Universal Credit local delivery partnership agreement 1,2 The Tackling Poverty Partnership will continue to oversee the implementation of measures to improve financial capability & access to affordable credit within households impacted by welfare reforms. 1,2 A Private Rented Sector 	Head of Housing	↔	M	M	A

			<p>identify affected customers whose arrears are increasing at the most rapid rate and staff have been making regular contact with those people. 2</p> <p>4. A new system to ensure that those requesting re-housing because of welfare reform receive an equal quota of allocations has been introduced. 1, 2</p> <p>5. Advice and assistance is being targeted to households throughout Flintshire whom are at most risk of losing household income and become at an increased risk of homelessness. 1,2</p>			<p>strategy is currently in development and will consider how we can work with landlords as part of a long-term solution. 1,2</p>					
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2. Provide advice and support services to help people protect their income

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14 - Helped residents to maximise their welfare benefit and tax credit income and to resolve financial difficulties that were resulting in them being unable to maintain their contractual rent or mortgage payments. Targeted support at vulnerable households impacted by the welfare reforms, helping them to implement solutions that have alleviated, in full or part, the difficulties that they faced as result of losing welfare benefit income. Provided training to staff in front line services, developing their knowledge of the welfare reforms. Worked in partnership with the Department for Work and Pensions to ensure there is a coordinated network of support provision available to assist claimants to make and sustain their universal credit claim.

What went well - The successful outcomes to interventions from the Welfare Rights Team generated additional welfare benefit and tax credit income totalling £2.3 million pa, boosting household income and spending power within the local economy and positively supporting the Tackling Poverty and Homelessness Prevention agenda's. The development of the local delivery partnership agreement with the DWP and agreeing a level of DWP funding will ensure support is available to help universal credit claimants make online claims and with personal budgeting support. Empowering staff in front line to be able to confidently provide the initial support and reassurance to residents impacted by the welfare reforms.

What did not go so well – Whilst measures are in place to offer personal budgeting support to new Universal Credit claimants and to the households targeted with support, more work needs to be done in order to improve the financial literacy and money management skills within all households impacted by welfare reforms, or who will be as Universal Credit is rolled out.

Achievement will be Measured through:

- Number of Flintshire residents assisted by Flintshire County Council's Welfare Rights Unit to claim additional Social Security and Tax Credits.
- Number of residents supported to successfully challenge adverse benefit decisions.
- Number of residents accessing money management training.
- Number of residents helped to move to more affordable accommodation.
- 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 debt managed as a result of advice provided by the Flintshire Money Advice Service.

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year-End Outturn	Performance RAG	Trend
Amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by FCC (WEL/001)	Head of Housing	£2,000,000	£2,200,000	£3,500,000	£2,347,332	G	Improved
The following indicators are provided for information and monitoring only and are not suitable for target setting and performance RAGs.							
Number of Flintshire residents assisted by FCC to claim Additional Social Security and Tax Credits	Head of Housing	1,200	N/A	N/A	1,600	N/A	Improved
Number of residents supported to successfully challenge adverse benefit decisions	Head of Housing	110	N/A	N/A	180	N/A	Improved
Number of residents accessing money management training	Head of Housing	N/A	N/A	N/A	65	N/A	N/A
Number of residents helped to move to more affordable accommodation	Head of Housing	N/A	N/A	N/A	50	N/A	N/A
Amount of debt managed as a result of advice provided by the Flintshire Welfare Rights and Money Advice Service	Head of Housing	£3,500,000	N/A	N/A	£7,272,671	N/A	Improved

Risks to Manage

1. The Welfare Rights and Money Advice Service being able to meet demand
2. Local neighbourhood services may suffer as residents have less income to spend
(these risks are combined and therefore covered below)

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Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	1. FCC developed a local delivery partnership agreement with the DWP and agreed a level of DWP funding to ensure support is available to help universal credit claimants make online claims and with personal budgeting support. 1 & 2 2. Through grant funding, obtained from the Welsh Government & DWP, FCC has been able to fund the cost of a fulltime post, based within Flintshire CAB. The	M	M	A	1. Manage the implementation of the Universal Credit delivery partnership agreement & enhance the partnership working between FCC & the DWP to ensure residents can access appropriate support to make and sustain their Universal Credit claims. 1 & 2 2. Continue training and coaching of staff within front line service providers to develop their advice and support skills and their ability to respond to residents affected by the on-going	Head of Housing	↔	M	M	A

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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 2013/14 – Agree an organisational change programme that will: -

1. Establish a future 'operating model' for a modern Council				
Progress Comment	Progress RAG	G	Outcome RAG	A
What we did in 2013/14 – <ul style="list-style-type: none"> Proposed and gained agreement for a new corporate operating model for the council. 				
What went well – <ul style="list-style-type: none"> Proposed and gained agreement for a new corporate operating model for the Council. Wide reaching and thorough consultation on the model both internally and externally prior to adoption. Full endorsement and agreement to the model by County Council. The new model will become operational in accordance with the planned timescale – 1st June. 				
What did not go so well – <ul style="list-style-type: none"> Confidence of the organisation in developing a more broad based transformation plan for all services in a consistently audacious way. 				
Achievement will be measured through: <ul style="list-style-type: none"> The development of a “politically” agreed and sustainable “social business model” for the Council. 				
Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) Development and adoption of a “politically” agreed and sustainable “social business model” for the Council – December 2013.				

2. Integrate business units and consider alternative models				
Progress Comment	Progress RAG	A	Outcome RAG	A
<p>What we did in 2013/14 –</p> <ul style="list-style-type: none"> As a follow on from 1 above (1) all functions have been reviewed for a leaner and more integrated model and (2) a number of functions have been listed for transformation/alternative models. This will be supported by a number of value for money organisational change proposals in line with the 2014 -15 budget strategy. 				
<p>What went well –</p> <ul style="list-style-type: none"> Functional reviews were completed contributing to the design of a new corporate operating model for the Council. A number of functions have also been identified for transformation/delivery via an alternative model. 				
<p>What did not go so well –</p> <ul style="list-style-type: none"> The progress for some of the functional transformations has not been as ‘fast tracked’ as originally planned. 				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Agreeing a model to support the future operating model <p>Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive) Agreement of a model to support the future operating model – December 2013</p>				

Risk to be managed – Gaining political agreement to the future operating model. (Links to activities 1 and 2)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>The demanding timescales for the completion of the design programmes are being met through prioritisation of activity.</p> <p>Capacity and capability to produce effective designs and plans is being met by prioritisation and the use of external support.</p> <p>The organisational reaction to ambitious and radical plans is being met by work to build consensus.</p>	L	L	G	<p>Continued prioritisation of professional and political leadership capacity.</p> <p>Appointment of expert external advisors for specific change programmes as required.</p> <p>Planning of organisational briefings and decision-making paths for the adoption and successful implementation of continuing change programmes.</p>	Chief Executive	↓	L	L	G

3. Streamlining the organisation				
Progress Comment	Progress RAG	G	Outcome RAG	A
<p>What we did in 2013/14 –</p> <ul style="list-style-type: none"> As part on the medium term financial plan and as part of the 2014-15 and budget strategy a twin programme of (1) Organisational Design (commencing with the new operating model and senior management structure) and (2) workforce (scale) review is underway. Employment policies were reviewed and readopted. The council also opened a voluntary redundancy (VR) programme. A series of Corporate Workforce Panels met at the end of March to consider applications under the VR Programme to ensure that consistent, sustainable and cost effective decision were made on the applications, with full consideration of the overall organisational design of the Council. Service Review completion and implementation for 2013-14 is largely complete. 50 estimated 'Value for Money' reviews have been 'scoped out' as part of the budget strategy for 2014-15. These will be delivered as part of a co-ordinated change programme during 2014-15. 				
<p>What went well –</p> <ul style="list-style-type: none"> Proposed and gained agreement for a new corporate operating model and senior management structure for the Council. Service Review completion and implementation for 2013-14 is largely complete. The VR Programme was well managed and decision making on applications was fair, transparent and consistent, based on business cases and future sustainability for the Council. 				
<p>What did not go so well –</p> <ul style="list-style-type: none"> The numbers of employees approved to take Early Retirement or Voluntary Redundancy is short of the target for the Workforce (Scale) Review. Further immediate work is required including the next phase of the Organisational Design for management and a further phase of the VR Programme. 				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> The changing organisational hierarchy, workforce numbers and costs 				

Achievement Milestones for strategy and action plans: (Lead Officer – Head of HR and OD)
Measures for the percentage change in workforce numbers and the paybill to be established as part of the workforce scaling programme – from February 2014

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
Number of planned service reviews which have been completed. <i>(2013/14 target may change dependent on the identification of priorities as part of Change Programme)</i>	Head of HR and OD	19 completed to date	15	N/A Overtaken by Value for Money	13	A	Downturned

4. Modernise working practices

Progress Comment	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14 –

- The Purchase-to-Pay solution has now been fully rolled-out to all Directorates and Service Areas with exception of schools and transactions involving job costing solutions. Further additional efficiencies will be achieved on invoice processing during 2014/15.
- Procurement cost efficiencies is an area of on-going work, with a cross-directorate working group established to identify and realise additional procurement efficiencies such as a 'Back to Basics' programme reviewing commodity spend such as stationery.
- Negotiations in the re-letting of contracts has also released additional efficiencies.

What went well –

- Budget efficiencies target for procurement of £970k was exceeded by over £14k.
- Full roll out of the Purchase-to-Pay solution to all Directorates and Service Areas (except for schools and transactions involving job costing solutions).
- Increased procurement process efficiencies achieved on those for 2012/13.
- Increased iTrent process efficiencies achieved on those for 2012/13.
- A 'Back to Basics' programme reviewing commodity spend such as stationery released £74k
- Negotiation and re-letting of significant new contracts released £554k

What did not go so well –

- A slight short-fall in procurement cost efficiencies of £0.125m against the original Flintshire Future programme target of £1,723m, which was set some time ago based on 3% of influenceable spend.

Achievement will be measured through:

- Process and cost efficiencies

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
Procurement process efficiencies achieved	Head of ICT and Customer Services	£24,000	£102,000	£267,000	£111,324	G	Improved
Procurement cost efficiencies achieved	Head of ICT and Customer Services	N/A	£1.723m	£2.673m	£1.598m	A	N/A
iTrent process efficiencies achieved *	Head of HR and OD	£3,211	£6,427	£11,780	£5,000	A	Improved

* (iTrent process efficiencies will be achieved through the Organisation Admin Review. These savings relate to the introduction of automated expenses and based on the assumption that roll out across the whole organisation is completed before April 2014. Future development work will release comparable process efficiencies).

Risk to be managed – Gaining workforce and Trade Union agreement and acceptance of the organisational changes. (Links to activities 1 - 4)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	Regular and on-going dialogue with trade unions via FJTUC, Employee/Directorate liaison meetings and individual briefing. Employee communications via InfoNet, staff conferences, change exchange and as part of project communication plans.	M	M	A	Early and full engagement with employees and trade unions at each phase of the developing Organisational Change Strategy and plans.	Chief Executive	↔	M	M	A

Risk to be managed – Keeping up workforce motivation and morale to prevent resistance to organisational change and minimise service disruption such as industrial action. (Links to activities 1 - 4)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Employee communications via manager, InfoNet, staff conferences, change exchange and as part of project communication plans.	M	M	A	Early engagement and involvement of employees in each phase of the change programmes and projects.	Directors and Heads of Service	↔	L	L	G

5. Provide capability and capacity to manage a reduced sized organisation

Progress Comment	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14 –

- The organisation adopted an intense and decisive programme management approach to change (in support of 1-3 above) and is making organised use of its corporate resources in support of this with expert external support (Hay Consulting).
- Reinvigoration of the LEAN Academy to support further organisational change and particularly the planned Value for Money reviews.
- The organisation drafted a competency based appraisal process which will become effective during 2014/15. This will support the identification of capability and capacity needs within the organisations in addition to placing greater emphasis on change and innovation amongst the entire workforce.

What went well –

- The adoption of a programme management approach to supporting change.
- The employment of Hay Consulting in supporting and helping to facilitate this large and complex phase of organisational change.
- Reinvigoration of the LEAN Academy.

What did not go so well –

- Capacity remains a challenge given the scale and pace of its organisational change programme.

Achievement will be measured through:

- The development of a “politically” agreed “social business model”.
- Agreeing a model to support the future operating model.
- The changing organisational hierarchy, workforce numbers and costs.

Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive)
See the measures for activities 1 – 3 above.

Risk to be managed – Ensuring organisational capability to make the changes happen and sustain the model. (Links to activities 1-5)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	Management Development Framework, Lean Academy, Managing Change Successfully (Regional Programme). Personal Develop Plans arising from appraisals. HR support for coaching and mentoring opportunities.	M	M	A	Influencing and changing skills and behaviours by the introduction of the new competency framework with an emphasis on change and innovation. This will be achieved via: - <ul style="list-style-type: none"> • Appraisals and identification of development needs. • External advice and support providing skills and expertise (Skills Transfer). • Learning from other organisation and their approach to implementing major change programmes. • A programme of coaching focusing on 'desired' behaviours 	Head of HR & OD	↔	M	M	A

Risk to be managed – How we can fund the necessary investment costs to create change. (Links to activities 1 -5)

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	To date a contingency fund has been available on invest to save basis to support change and priorities.	M	M	A	Consider future funding requirements to invest in future change programme, further exploration of options of engagement with external partners on a results/outcome basis.	Chief Executive / Head of Finance	↔	M	M	A

APPENDIX 3

Priority: Modern and Efficient Council
Sub-Priority: Matching Resources to Priorities
Impact: Protecting local frontline public services through the best use of our resources

What we said we would do in 2013/14: -

1. Agreement of the Council Priorities for this Council

Progress Comment	Progress RAG	Outcome RAG
	G	G

What we did in 2013/14 –
 The council has set a new style improvement plan for 2013-14 which has proved to be an effective tool for setting, monitoring and achieving outcome based corporate priorities. The plan is under review for republication for 2014-15.

What went well –

- The introduction of a new style Improvement Plan for 2013/14, which received positive comments from Wales Audit Office regarding its clearer focus on the in-year priorities as part of a wider 5 year plan and its layout which would better enable public engagement with the priorities more effectively.

What did not go so well –

- Wales Audit Office also made reference to the Plan’s lack of clear reference to any consultation on the improvement objectives, or the outcomes from any consultations. For 2014/15 Plan will include information on the consultation undertaken.
- Reference was also made to the Plan not including information about current performance or to any targets for the year-end in relation to how it would evidence achievement. This was provided in October 2013. For 2014/15 such information will be provided with the Plan.

Achievement will be measured through:

- Agreement of the 2014/15 Council Improvement Priorities.

Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive)
 Agreement of the 2014/15 Council Improvement Priorities as part of a new style and more impacting Improvement Plan – April/May 2014

2. Agreement of the capital and revenue resources to deliver our priorities for this Council

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14 –

Resources to Fund Priorities - Resources were put in place within the 2013/14 budget to deliver the 2013/14 Improvement priorities. Some of these resources were met from within the base budget and there was specific and positive investment in the 2013/14 budget as detailed in the budget report on 1st March 2013. Over the five year life of the Council, the full set of priorities will adapt and the annual set of priorities selected for special attention will change according to need and circumstances. The financial impacts of additional investment in specific new priorities from 2014/15 are included in the 2014/15 budget and, for future years, will be reflected in future revisions to the Medium Term Financial Plan (MTFP) as policy decisions are taken.

During 2013/14, Corporate Finance worked collectively with Officer and Members across the Council to develop the Organisational Change Strategy which identified £12m of efficiencies to balance the budget for 2014/15. The Medium Term Financial Plan (MTFP) was revised twice during the year providing the financial forecast against which the organisational change plan and its efficiency targets were planned. Finance officers engaged fully with Directors and Heads of Service to support them in identifying efficiencies to meet the budget gap and provide resources to invest in priorities.

The target risk RAG status is shown as amber as the risk can never be fully mitigated. Achievement is reliant on the level of funding received from Welsh Government which supports 80% of Council spending and which is under significant pressure from the national funding position. However, the risk RAG status currently shows as green as plans for 2013/14 and 2014/15 are on track.

Creative Funding Models – Initial research was carried out on opportunities for creative models to fund or partially fund priorities through exploration of new service models, partnership working and potential financing models as efficiency options in considering the 2014/15 budget. During 2014, the Council plans to review and consult on a number of service models and their future shape from 2015/16. This will encompass the next stage of the work on creative funding models.

The amber progress RAG status reflects that the work has begun but is still in progress and being developed.

Fees and Charges - The work to implement a Corporate Fees and Charges Policy commenced in Quarter 3 for adoption in Spring / Summer 2014. The red performance and risk RAG status reflects 1) agreement of the policy is not yet secured and 2) decisions will need to be taken which may introduce or increase some charges significantly and which are likely to be subject to challenge and debate.

What went well –

- The Medium Term Financial Plan (MTFP) was revised twice during the year providing the financial forecast against which the organisational change plan and its efficiency targets were planned.
- Resources put in place to fund the priorities for 2014/15.
- Initial research undertaken which identified opportunities for creative models to fund or partially fund priorities in the future.

What did not go so well –

- Identifying creative funding models has been, and continues to be, challenging. Although work continues to be undertaken to compare funding streams against other Local Authorities.
- Initial work has begun to taking a business approach to fees and charges; however the speed in progressing this forward has not been as quick as initially hoped due to the time taken collating the data from across the Authority.

Achievement will be measured through:

- Resources being available to fund each priority in setting budgets.
- Agreement of creative models to fund or part fund our priorities.
- Agreement of a business approach to fees and charges.

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance)

As part of the MTFP find new ways of funding: -

- Revenue priorities – during 2014.
- Capital Priorities – during 2014.
- Implement a Corporate Fees & Charges Policy during 2014.

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
Resources in place to fund 2013/14 priorities.	Head of Finance	N/A	100%	100%	100%	G	N/A
Resources in place to fund future year priorities.	Head of Finance	N/A	N/A	100%	100% for 2014/15	A	N/A

Risk to be managed – Securing Council agreement to the priorities

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Adoption of improved performance management and performance arrangements for the setting, review and performance management of the Council's Improvement Priorities.	M	M	A	Continue to monitor the effectiveness of the new performance system introduced from September 2013 and amend where necessary to further develop/enhance.	Chief Executive	↔	L	L	G

Risk to be managed – Ensuring that sufficient capital & revenue resources are available to meet the ambition of our priorities

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> Resources for 2013/14 and 2014/15 priorities included within the budgets for those years Monitoring of budget to ensure resources remain sufficient to deliver 	L	L	G	<ul style="list-style-type: none"> For future years ensure that the revenue and capital funding needs to deliver priorities are clearly identified within the MTFP and annual budget proposals for member consideration. Maximise resources available through creative models. Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities. 	Head Finance	↔	M	M	A

Risk to be managed – Funding the delivery of our priorities if the national financial position worsens

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Resources for 2013/14 and 2014/15 priorities included within the budgets for those years Monitoring of budget to ensure resources remain sufficient to deliver 	L	L	G	<ul style="list-style-type: none"> For future years ensure that the revenue and capital funding needs to deliver priorities are clearly identified within the MTFP and annual budget proposals for member consideration. Maximise resources available through creative models. Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities. 	Head of Finance	↔	M	M	A

Risk to be managed – Gaining political agreement to a business approach for fees and charges which may have public opposition

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	Planned for Spring / Summer 2014	H	H	R	<ul style="list-style-type: none"> Develop Corporate Fees and Charges Policy. Cabinet and Scrutiny Consideration. Fees and Charges increases in targeted areas as part of the 2015/16 budget. 	Head of Finance	↔	M	M	A

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APPENDIX 4

Priority: Modern and Efficient Council
Sub-Priority: Achieving Efficiency Targets
Impact: Protecting local frontline public services through the best use of our resources

What we said we would do in 2013/14: -

1. Agree a four year organisational change & efficiency programme

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14 –
 Initial 4 year plan published within MTFP.
 Corporate Finance worked collectively with Officer and Members across the Council to develop the Organisational Change Strategy which identified £12m of efficiencies to balance the budget for 2014/15.
 The Medium Term Financial Plan (MTFP) was revised twice during the year providing the financial forecast against which the organisational change plan and its efficiency targets were planned. Finance officers engaged fully with Directors and Heads of Service to support them in identifying efficiencies to meet the budget gap and provide resources to invest in priorities.

What went well –

- Development of an initial 4 year plan published within the MTFP.
- Two updates to the MTFP which incorporated latest estimates of funding levels and investment needs for 2014/15 and future years. This provided the budget gap to be met through the organisational change and efficiency programme.

What did not go so well –

- The level of funding expected to be received for 2014/15 was particularly difficult to predict due to the uncertainty around the level of Revenue Support Grant (RSG) to be received from Welsh Government.

Achievement will be measured through:

- Producing a sustainable four year financial plan which meets the funding gap and supports investment needs.

Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance / Chief Executive)
 Production and agreement of a sustainable 4 year plan – February 2014.

2. Agree a specific saving and efficiencies programme for 2014/15				
Progress Status	Progress RAG	G	Outcome RAG	A
<p>What we did in 2013/14 – Specific Savings and Efficiencies Programme for 2014/15 - The Council agreed it's 2014/15 Council Fund Budget on 18th February 2014 and has a balanced budget for the year. The initial indication for 2014/15 was a funding shortfall of £16.5m to be met from efficiencies. This was reduced by £3.1m by a thorough review of expenditure assumptions and projections and the removal of £1.5m as a contribution to investment costs which was not required from the base budget in 2014/15. Through its Organisational Change and Redesign Plan, the Council has identified recurring efficiencies of £13.4m. £11.950m will be achieved in 2014/15, with the remaining £1.450m being met in year from the Investment Strategy put in place to deliver the planned efficiencies.</p>				
<p>What went well –</p> <ul style="list-style-type: none"> The 2014/15 Council Fund Budget was agreed and balanced. Substantial recurring efficiencies of £13.4m were identified. 				
<p>What did not go so well –</p> <ul style="list-style-type: none"> The uncertainty around the level of funding to be received for 2014/15, and the worsening position that emerged through last summer meant that the time available to deal with an ever increasing budget gap was significantly less than required. The achievement of such cumulative targets throughout the year is an ongoing challenge. 				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Producing an annual plan for 2014/15 within the larger four year financial plan. 				
<p>Achievement Milestones for strategy and action plans: (Lead Officer – Head of Finance) A balanced annual budget is approved by the Council each year which will include a savings and efficiencies programme to be achieved in 2014/15 – February 2014.</p>				

3. Agree the value for money strategy to support them

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14 –
The development of a value for money (VFM) model at the corporate and service levels to identify and drive efficiency and change. The majority of savings in the 2014-15 budget are derived from this model. Given the breadth and number of VFM savings the programme is complex to manage and deliver.

What went well –

- The development of a value for money (VFM) model.

What did not go so well –

- The progress for some of the value for money reviews has not been as fast paced as originally planned.

Achievement will be measured through:

- Developing a value for money strategy to generate the efficiencies from 2013/14 to assist the funding of services for 2014/15 and onwards

Achievement Milestones for strategy and action plans: (Lead Officer – Chief Executive)
Development of a value for money strategy to generate efficiencies for 2014/15 and onwards – by February 2014

4. Achieving our targeted efficiencies for 2013/14				
Progress Status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14 – The 2013/14 budget contained £5.331m of specific efficiencies. In order to bring the budget for the year in on, or better than target, this level of efficiencies needed to be achieved. Monitoring of the in-year position is done through the monthly budget monitoring report to Cabinet and Corporate Resources Scrutiny. The latest detailed report (as at Month 11) was in May 2014 where the value of the projected efficiencies was £4.270m. The main reason for the underachievement reported relates to delays in the Flintshire Futures Assets Programme where a full review of ‘hard’ and ‘soft’ facilities management across the Council is on-going and efficiencies in the Customer Programme will not be realised until the project has advanced and the wider network of Flintshire Connects sites are in place. The green outcome performance reflects that the Council will take measures to achieve at least the level of efficiencies included in the 2013/14 budget in order to bring in year spending in at or under budget.</p>				
<p>What went well –</p> <ul style="list-style-type: none"> The overall projected year end position (as at Month 11) is an underspend against budget of £2.215m, which demonstrates that alternative efficiencies have been identified which exceed the under achievement of some of the planned efficiencies by £1.154m. 				
<p>What did not go so well –</p> <ul style="list-style-type: none"> The Council's agreed efficiencies included within the 2013/14 budget did not meet its 85% achievement target; however the ability to identify signs of slippage at the earliest opportunity and to then respond to this helped the total efficiency target to be exceeded. The overachievement of the alternative efficiency target may have meant a greater value of efficiencies could have been included within the 2013/14 budget with foresight. 				
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Meeting 85% or more of our pre-agreed efficiency targets. 				

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
Achieve 85% or more of the agreed efficiencies included within the 2013/14 budget.	Head of Finance	146%	85%	85%	80%	A	Downturned
Seek alternative efficiencies for the remaining 15% (or more) to bring the budget outturn in within budget.	Head of Finance	N/A	15%	15%	61%	G	N/A

Risk to be managed – How we can fund the delivery of our priorities if the national financial position worsens.

This is shown as green RAG status at present as plans are on track and the Council has agreed a balanced budget for 2014/15 when WG funding was reduced by 4% in cash terms and over 6% in real terms. The target RAG status is shown as red as the risk can never be fully mitigated. Achievement is reliant on the level of funding received from WG.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Resources for 2013/14 priorities included within the budget. 2014/15 budget agreed Monitoring of budget to ensure resources remain sufficient to deliver 	L	L	G	<ul style="list-style-type: none"> For future years ensure that the revenue and capital funding needs to deliver priorities are clearly identified within the MTFP and annual budget proposals for member consideration. Maximise resources available through creative models. Seek to influence WG to maximise the local discretion available over available resources so that they can be allocated to local priorities. 	Chief Executive Head of Finance	↔	M	H	R

Risk to be managed – Gaining Council Agreement of the Financial Plan

This is shown as a current Amber RAG status as this is a continuous process to ongoing work to develop the financial plan to deliver Council priorities and change programmes in the light of anticipated future funding levels. The target RAG status is shown as amber as the risks can never be fully mitigated. There will be a need for on-going and greater engagement and commitment as the Council works through challenging choices and opportunities to successfully deliver priorities, and reshape service delivery in the light of significantly less resource than has been available in the past i.e. doing more with less.

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)		
Probability	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
107	H	R	<ul style="list-style-type: none"> Revisions to the MTFP were produced formally as at end May and end September 2013. Both were discussed with and supported by members at Cabinet and Scrutiny Significant discussion with members in informal and formal settings during the budget process for 2014/15 has focused on the gravity of the national financial position and its impacts on the Council which will require challenging decisions to be made. This has led to wide understanding and acknowledgement of the position and the short and medium term actions needed to address it. Ongoing detailed working with Leadership and Cabinet Members 	M	M	A	<ul style="list-style-type: none"> Ongoing detailed working with Leadership and Cabinet Members Ongoing member briefing and engagement 	Chief Executive and Head of Finance	↔	M	M	A

Risk to be managed – Ensuring the organisation responds positively to the financial plan and that it has the capability and capacity to make it happen

This is shown as a current Amber RAG status as this is a continuous process to ongoing work to develop the financial plan to deliver Council priorities and change programmes in the light of anticipated future funding levels. The target RAG status is shown as amber as the risks can never be fully mitigated. There will be a need for on-going and greater engagement and commitment as the Council works through challenging choices and opportunities to successfully deliver priorities, and reshape service delivery in the light of significantly less resource than has been available in the past i.e. doing more with less.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Revisions to the MTFP were produced formally as at end May and end September 2013. Both revision and updates through the 2014/15 budget process have been extensively discussed within CMT and communicated to the wider Leadership Team and through DMT briefings Discussion with senior 	M	M	A	<ul style="list-style-type: none"> Ongoing detailed working with Leadership Team and Senior Managers. Agreement with Leadership on priorities for 2014/15 and the focus needed on making change happen to achieve the MTFP. Directors and Heads of Service to identify capacity and skills gaps and solutions to manage these. 	Chief Executive Head of Finance	↔	M	M	A

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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 2013/14: -

1. Simplify, standardise and automate our local procurement arrangements both in professional practice and the use of technology.

Progress Status	Progress RAG	A	Outcome RAG	G
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What we did in 2013/14 –

- The Purchase-to-Pay solution has now been fully rolled-out to all Directorates and Service Areas with exception of schools and transactions involving job costing solutions.
- Standard processes now in place across the Council for order and invoice processing.
- A new e-sourcing system procured, project scoped and project plan developed.
- New Contract Procedure Rules adopted, with over 350 staff trained.
- Introduction of spend control measures using P2P system with limited category management, budget and cost centre validation.
- Officer group established to challenge and reduce spend for commodity items such as stationery and furniture – “Back to Basics” programme.

What went well –

- Process efficiencies target exceeded by £9,000 and significant improvement on 2012/13 performance.
- Successful completion of P2P project with the system in use in all services excluding schools and those where integration is required with job costing systems used to raise orders.
- Significant programme of training undertaken with all employees involved in procurement activities trained in new Contract Procedure Rules.
- Back to basics programme secured £74,000 of efficiencies.

What did not go so well

- A slight shortfall of £125,000 against a procurement cost efficiency target of £1.723 million.
- Delays in launching e-sourcing project due to project management difficulties.

Achievement will be measured through:

- Process and cost efficiency targets being achieved.
- Implementation of e-sourcing system by December, 2014.

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/017 Aspirational Target	Year End Outturn	Performance RAG	Trend
Achievement of procurement process efficiencies.	Head of ICT & Customer Services	£24,000	£102,000	£267,000	£111,000	G	Improved
Achievement of procurement cost efficiencies (<i>see commentary above regarding target and outturn</i>).	Head of ICT & Customer Services	N/A	£1.723m	£2.673m	£1.598m	A	N/A

Risk to be managed – Ensure the internal adoption of improved procurement practice and process.

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

2. Optimise procurement efficiencies through the use of regional procurement frameworks.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14

- Dissolved the North Wales Procurement Partnership, established transition arrangements and MOU to ensure continuity and management of transitional projects.
- Joined the Welsh Purchasing Consortium in November, 2013, comprising of 19 Welsh Local authorities.
- Regional 21st Century Schools framework in place.

What went well

- Continued to secure savings from use of regional contracts such as School Transport.
- Target of £250,000 comfortably exceeded.

What did not go so well

- No North Wales work programme following dissolution of NWPP may have resulted in missed opportunities for further regional arrangements.

Achievement will be measured through:

- The scale of the use of regional procurement frameworks and the resulting efficiencies.

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
Achievement of efficiency savings achieved due to the use of regional procurement frameworks.	Head of ICT & Customer Services	£257,000	£250,000	£300,000	£303,000	G	Improved

Risk to be managed – Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and regional procurement frameworks (links to activities 2- 4).

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	M	A	MOU signed to ensure continuity and management of residual NWPP contracts. Membership of WPC agreed along with Denbighshire and Wrexham. NPS recruitment of category managers still in progress.	L	M	G	Play active role in WPC and in North Wales to ensure opportunities for procurement efficiencies from regional and national procurement arrangements are maximised.	Head of ICT & Customer Services	↓	L	M	G

3. Using the new Welsh National Procurement Service effectively to maximise the benefits for the organisation.

Progress Status

Progress RAG

A

Outcome RAG

A

What we did in 2013/14

- Benefits tracking arrangements in place to track NPS contract use and related efficiencies when contracts are live, likely to be later in 2014.

What went well

- NPS launched in November 2013.
- Recruitment of staff partly completed.

What did not go so well

- Delays in implementation of NPS and development of work programme.

Achievement will be measured through:

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

Plans and milestones to be developed once NPS is fully established and work programme agreed.

Risk to be managed – Keep up the pace of collaboration to maximise procurement efficiencies through the use of the National Procurement Service and regional procurement frameworks (links to activities 2- 4).

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
M	M	A	Use of Value Wales and GPS contract continues in advance of NPS contract coming on stream. Delays in NPS establishment and work programme.	M	M	A	Dependent on NPS implementation and work programme.	Head of ICT & Customer Services	↑	M	M	A

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

Progress Status	Progress RAG	A	Outcome RAG	G
<p>What we did in 2013/14</p> <ul style="list-style-type: none"> • Full business case developed and agreed by Flintshire and Denbighshire Cabinets. • Operating model, structure and resourcing agreed. • Employees involved full in project; development of business case and design of new service. • Project funding secured via regional collaboration fund. 				
<p>What went well</p> <ul style="list-style-type: none"> • Business case developed with full involvement and support of procurement teams from both Councils. • Hosting arrangements agreed for new joint arrangements. • Agreement of business case by Flintshire and Denbighshire senior management and cabinets. • Complex and sensitive project delivered on time and within budget. 				
<p>What did not go so well</p> <ul style="list-style-type: none"> • Original target date of January, 2014 not achieved, implementation now planned for July, 2014. 				
<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 2 organisations. 				

Risk to be managed – delays in agreeing and implementing new joint arrangements.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>Development of full business case for agreement by both cabinets. Senior management and staff engaged and supportive of new arrangements. Project team in place.</p> <p>Business case agreed and detailed plans agreed and being implemented, employees fully engaged in process.</p>	L	L	G	New arrangements to go live on 1 st July, on-going monitoring of performance and effectiveness via new Management Board and associated governance arrangements.	Head of ICT & Customer Services	↓	L	L	G

5. 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	A	Outcome RAG	A
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What we did in 2013/14

- New Contract Procedure Rules developed and adopted which incorporates the mandatory inclusion of community benefits for contracts greater than £2 million.
- Procurement checklist developed to ensure SME implications and supply chain management considerations are included in all procurements. To be fully implemented as part of e-sourcing system.

What went well

- The new regional 21st Century Schools framework has incorporated community and supply chain benefits, which can be incorporated in all related projects going forward.
- Adoption of new CPRs which mandate inclusion of community benefits.

What did not go so well

- Need to raise awareness and knowledge regarding community benefits and supply chain considerations amongst employees involved in procurement across organisation.

Achievement will be measured through:

- The increasing inclusion of community benefits clauses in contracts.

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
Number / Percentage of applicable contracts which include community benefits clauses.	Head of ICT & Customer Services	1 Contract	100%	100%	100%	G	N/A

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

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

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APPENDIX 6

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 2013/14: -

1. Renew the Asset Strategy alongside capital planning

Progress Status:	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14 - The asset strategy has been reviewed and has taken account of the need to link into the Councils capital planning framework and medium term financial plan. Assets and their future use will form a critical component of future thinking and service delivery.

What went well – The ability to integrate thinking within future planning and in doing so contribute to the overall approach to financial planning.

What did not go so well – The wider consideration of asset data and its overall impacts on the council’s portfolio of buildings coupled with the need to understand and develop increased thinking around the potential impacts of economic growth and the effects, negative or positive this may have on land values.

2. Reduce the number of office buildings

Progress Status:	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14 – Planning has been progressed relating to the closure of Connah’s Quay offices with a detailed project plan completed and associated actions underway.

What went well – Background work taking place identifying future service relocation and implementation of agile working principles with a number staff meetings planned or underway.

What did not go so well – Closure of Connah’s Quay offices dependent upon development of Connah’s Quay Connects. Currently this facility is scheduled to open in June 2014.

3. Extend the use of Agile Working

Progress Status	Progress RAG	A	Outcome RAG	G
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What we did in 2013/14 – Completed a large scale pilot with Public Protection services with around 80 staff moving to agile working. There has been a consequent release of 260 sqm of office space. Further roll out of agile working in Housing Services at Flint offices is scheduled to take place in readiness for co-location of area housing officers. In addition we are progressing work in readiness for agile working of those services associated with Connah’s Quay office decant.

What went well – The Public Protection project was successfully implemented and changes in working practices adopted with efficiencies realised.

What did not go so well – Some minor issues with ICT with regard to remote access to specific bespoke systems, this is currently being addressed.

Achievement will be measured through :-

- Reducing maintenance and asset costs.
- Joint use of assets with partners.
- Carbon reduction.
- Increased agile working.

Achievement Milestones for strategy and action plans: (Lead Officer –Head of Assets and Transportation)
Determine strategic approach to measuring and capturing scale of workforce engaged in agile working – March 2014.

**Improvement Plan Progress
Year End 2013/14**

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
Reduction in the cost per person in our offices.	Head of Assets and Transportation	£1,233.00	£1,172.18	£794	£1,233	R	Maintained
Increase the use of our property assets by increasing partnership through the public and third sector via our Flintshire Connects and other property rationalisation approaches.	Head of Assets and Transportation / Head of Housing	1 Connects Office	3 Connects Offices	5 Connects Offices by 2016	2 Connects	A	Improved
Reduction in our office storage space requirements (incremental).	Head of Assets and Transportation	12%	10%	2% by 2016	10%	G	Improved
Reduction in our core office buildings from three to two (core buildings to be smaller and more energy efficient).	Head of Assets and Transportation	3	2	2 by 2017/18	2	G	Improved
Reduce our carbon footprint through delivery of our Carbon Reduction Strategy (non-domestic property portfolio).	Head of Assets and Transportation	Current tonnes of carbon 14,112.5 (weather corrected) 2.66% Reduction	Target 5% reduction	60% by 2021	1.51% Increase (18.53% Overall cumulative decrease)	A	Downturned

Risk to be managed – Gaining public acceptance to the rationalisation of assets

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 (L)	Impact (I)	Gross Score (LxI)		Likelihood (L)	Impact (I)	Gross Score (LxI)				Likelihood (L)	Impact (I)	Gross Score (LxI)
Page 126	H	R	The development and rollout of a programme of Flintshire Connects provides services in the heart of our communities. Holywell and Flint are currently open and Connah's Quay, and Buckley are to follow.	L	M	G	Ongoing development of Connects Facilities is closely monitored by the Project Manager with highlight reports to project sponsor and regular updates for affected services and members.	↓		L	L	G
			We are moving more services to web based transactions and other modes of channel shift. This will reduce the reliance on face to face and telephone services for some of our services.				Continue to move services to remote access, to reduce transaction costs. Ensure Connects have capability for remote transaction and bill payment.					

Improvement Plan Progress
Year End 2013/14

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
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
			Options to determine future potential uses of the Mold Campus site are being considered.				This work has now been completed and will be used to inform future planning around property options.	Head of Transportation and Assets	↓			

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

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>We have sought capacity bids from the Flintshire Futures Board which have 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>	L	L	G	We have funding which will continue to support the project and this will ensure that the project risks are managed and progress continues to be made.	<p>Head of Transportation and Assets</p> <p>Head of Housing / Head of Transportation and Assets</p>	↓	L	L	G

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

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	We are currently engaging with all managers and services associated with Connah's Quay offices decant to ensure they understand the need to change the way we work to create efficiencies, change the culture and protect front line services. Meetings been undertaken with individual teams to ensure they fully understand and engage with the change programme.	L	M	G	Ongoing meetings and engagement with services involved in the office move.	Head of Assets and Transportation	↓	L	M	G

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
			Public Protection teams are relocating and consolidating their accommodation and are moving to agile working which will see a 35% reduction in their current floorspace. This has been completed.				To compile a lessons learned log to inform future agile implementation					
			Development work is currently being progressed relating to the rationalisation of space within County Hall				Further engagement sessions with services to be planned. Work towards a decent of phase 4.	Head of Assets and Transportation				
			Decant plans for Connah's Quay are progressing with a decant planned for 2014/15 on completion of the Flintshire Connects facility				Detailed project plan completed. Actions underway	Head of Assets and Transportation				

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
			Teams are being supported through IT and document scanning initiatives which will support office relocations and moves to agile working				Engagement sessions ongoing	Head of Assets and Transportation / Head of ICT & Customer Services				
			We are setting up areas within County Hall where we will demonstrate NWOW so that staff can see what the NWOW will look like and provide feedback to shape the future office environment.				New hot desking facility developed in County Hall.	Head of Assets and Transportation				

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APPENDIX 7

Priority:	Modern and Efficient Council
Sub-Priority:	Access to Council Services
Impact:	Improving customer services

What we said we would do in 2013/14: -

1. Complete Phase 1 of our Flintshire Connects programme and the design of Phase 2

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14 –

We achieved our target of establishing two Flintshire Connects Centres by March 2014. The new centre opened to the public in Flint during March 2014 and has already proved to be extremely popular for customers. The Flint Connects Centre is another example of true partnership working and this is evidenced by the presence of Job Centre Plus and North Wales Police and the working arrangements that have been introduced which are focussed on the customer. The new centre is modern and welcoming and anecdotal customer feedback so far has been very positive. Formal customer feedback is being run as a campaign during May 2014.

Works are well advanced on the Connah's Quay Flintshire Connects with a scheduled opening date of June, 2014.

Plans have been prepared for the Buckley Flintshire Connects facility which is scheduled to open in autumn 2014.

What went well –

- Achieved target opening date for Flintshire Connects - Flint.
- Successfully appointed a team of Customer Services Advisers and have agreed arrangements for the transferring of staffing budget with the new recruits.
- Successfully appointed a Team Leader – Flintshire Connects to manage the day to day operations of all the centres and develop new services available through Connects.
- Established good working relationships with partners from the offset and a joined up approach to developing working arrangements.
- Footfall at Flintshire Connects - Holywell exceeding the projected target.

What did not go so well – N/A

Achievement will be measured through:

- The opening and scale of use of the Flintshire Connects centres.
- Customer feedback on Flintshire Connects.

Achievement Milestones for strategy and action plans: (Lead Officer – Head of ICT & Customer Services)
Develop a customer feedback strategy for Flintshire Connects – January 2014.

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
The opening of new Flintshire Connects Centres.	Head of ICT & Customer Services	1 (as at 1/4/13)	2 Connects Offices	5 Connects Offices by 2016	2 Connects Offices	G	Improved
Scale of use of all Flintshire Connects Centres (footfall).	Head of ICT & Customer Services	3514 (between 1/1/13 and 31/3/13)	17,000	70,000	43,656	G	Improved
Customer satisfaction rating.	Head of ICT & Customer Services	n/a	100%	100%	100%	G	N/A

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

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> Project management arrangements in place which include representation from all partners. Funding secured. Application of lessons learned from implementation of first Flintshire Connects in Holywell. Customer satisfaction form available at each centre. Focussed customer satisfaction survey to be undertaken during may 2014. 	L	L	G	<ul style="list-style-type: none"> Work towards delivery of all front line services from Flintshire Connects Centres across the county. Apply a consistent approach to service delivery at all centres. Encourage customers to use the self service facilities available. Joined up approach to public service delivery in communities. Further development of methods of gathering and learning from customer feedback. 	Head of Housing / Head of ICT & Customer Services	↔	L	L	G

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

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<ul style="list-style-type: none"> • Meetings held with service managers to discuss opportunities for changing ways of working alongside the channel shift agenda. • Prioritise those services that have the potential to be provided from Flintshire Connects centres. • Transfer of services to Flintshire Connects centres. • Flintshire Connects staff actively encouraging customers to use the self-serve facilities available. • Face to face payments to be reduced at Connects 	M	M	A	<ul style="list-style-type: none"> • Continuous monitoring of channel shift performance and use of Flintshire Connects centres. • Training of Flintshire Connects staff to the required standard to support new services. • Customer Services representative to be involved in all projects & initiatives that impact the customer. • Continuous encouragement of customers to use 	Head of ICT & Customer Services	↔	L	L	G

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
			<p>centres and customers encouraged to use methods of payments other than cash.</p> <ul style="list-style-type: none"> Flintshire Connects staff trained to support customers to use digital services. Face to face payments to be reduced at Connects centres and customers encouraged to use methods of payments other than cash. 				<p>alternative methods of payments.</p> <ul style="list-style-type: none"> Applying new systems into the Flintshire Connects centres. Introduction of Cash/Card payment machines wherever feasible. 					

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

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

2. Implement a newly modernised website with increased and improved digital services

Progress Status	Progress RAG	A	Outcome RAG	A
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What we did in 2013/14 –

The Council's new website went live on 1 October; new Content Management System (CMS) technology will enable the Channel Shift project to move forward with its plan to increase the number of transactional services provided online. A 'digital workshop' will be held to benchmark the Council's position against key principles set out in the Society of IT Management (Socitm) "Better with Less" report which was recently published and sets out a set of principals, action and best practice for successful digital services. The facility to apply online for school admissions is a priority and will be taken forward. A mobile version of the website has been launched which will provide a better customer experience for those using smart phones and tablets.

Since early 2014 we have been undertaking a post implementation review of the new website taking account of feedback received. The Socitm Better Connected report and other benchmarking information. We will be holding some sessions with user groups as part of the review process to include customers, employees and Members. This will include a session with the Chief Officers team.

As the new website is responsive to the type of device it is accessed through it has not been not possible to monitor customer feedback. This data has previously been provided by SOCITM through their website take up service however this is not available for responsive sites.

The use of Twitter has increased significantly with the number of followers of the Flintshire account over 6,000. The Customer Services team monitor the Twitter account and respond as necessary. Twitter is being used to provide information to followers and is becoming a very effective way to communicate instantly with customers (e.g. during periods of severe weather) and resolve simple issues.

What went well –

- Launch of new website by end of September 2013 to improve accessibility, to enable access to the website via mobile technology, to avoid excessive annual maintenance charges for the old site.
- Reduction of content that was no longer relevant or not customer focussed.
- Social media presence has improved via the use of Twitter.

What did not go so well -

- Technical problems with the website particularly during the first 2 months of operation.
- A reduced rating in the annual “Better Connected” report published by the Society of IT Management which benchmarks local government websites. (the assessment coincided with the launch of the new website).
- Mixed feedback from customers on the look and feel of the website and the content.

Achievement will be measured through:

- Scale and take-up of the new digital services
- Customer feedback

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
Scale and take-up of the new digital services (no. of visitors) per annum.	Head of ICT & Customer Services	1,459,283	1,500,000	2,000,000	2,001,881	G	Improved
Customer feedback - Satisfied with visit to website. - Successfully found what they were looking for.	Head of ICT & Customer Services	73.3% 73.54%	80% 80%	85% 85%	n/a	n/a information not available for new website.	N/A

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

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<ul style="list-style-type: none"> • Availability of self service facilities at Flintshire Connects centres. • Review of current website content to ensure that only customer focussed content is available. • New website to be simple, easy to use, and accessible and customer focussed. • New website technology will allow improved digital services. • Ongoing promotion of new website. • Launch of mobile app. • Website assessment to be undertaken to include accessibility. 	L	L	G	<ul style="list-style-type: none"> • Continued monitoring of customer usage and feedback. • Increased availability of new digital services allowing customer to 'self-serve'. • Regular refresh of website based on customer contact and current issues. • Proactive rather than reactive website. • Customer Services resource dedicated to monitoring website content. • Analysis of website usage statistics. 	Head of ICT & Customer Services	↔	L	L	G

3. Launch the new Flintshire mobile application “app”

Progress Status

Progress RAG

G

Outcome RAG

G

What we did in 2013/14 –

Flintshire’s bilingual mobile app was launched in October 2013. The App allows customers to contact the Council on Apple, Android and Blackberry devices. Flintshire is the first council in Wales to offer a fully bilingual mobile app available for use across a range of mobile devices.

Customers now have the choice to access council services whilst on the move at a time and place convenient to them. Following an initial 'settling in period' the app is now being promoted through a range of channels.

Customer Services are dealing with incoming enquiries from the app and the intention is to develop the app further with integration to back office systems and the facility for customers to make on-line payments.

A marketing plan has been prepared to promote the app and encourage customers to contact us using this facility.

Note - The take up figure quoted is for those that have downloaded and registered to use the app. The actual number of downloads is likely to be higher as it can be used without registering. We report on the number of enquiries received via the app however the app also provides information about events, news, find my bin day, etc and we don’t currently have the data to show the full amount of usage of these features which can be accessed by registered and non registered users.

What went well –

- Mobile App was launched at the same time as the new website.
- Simple to use and fully bilingual.

What did not go so well –

- Take up (i.e. download and registration) of the App by customers has been slow

Achievement will be measured through:

- Launch of the App.
- Scale and take-up of Flintshire’s mobile applications.
- Customer feedback.

Achievement Milestones for strategy and action plans: (Lead Officer –Head of ICT & Customer Services)

Mobile “App” implemented September 2013.

Strategy to be developed to include baseline and target measurements and customer feedback strategy – January 2014.

Achievement Measures	Lead Officer	2012/13 Baseline Data	2013/14 Target	2016/17 Aspirational Target	Year End Outturn	Performance RAG	Trend
Take-up of Flintshire’s Mobile App - See note above.	Head of ICT & Customer Services	n/a	To be determined	To be determined	360	N/A	N/A
No. of enquiries received via the mobile app.	Head of ICT & Customer Services	n/a	To be determined	To be determined	516	N/A	N/A
Customer feedback Satisfied with mobile app service.	Head of ICT & Customer Services	n/a	To be determined	To be determined	Not available	N/A	N/A

4. Review and improve our Customer Service Standards			
Progress Status	Progress RAG	G	Outcome RAG
<p>What we did in 2013/14 – A new Customer Service Policy is being prepared for consultation which sets out customer service standards and guidelines for staff to follow. This will replace the existing policy and assist in the development of a consistent approach to customer service across the organisation. This is due to be considered by the Chief Office team prior to approval by Cabinet in September.</p> <p>Since the last update in January, the Customer Service Award training has successfully been undertaken by 100 Leisure Services employees. The feedback from employees is positive with many embracing the opportunity to develop further by enrolling on to a Customer Service NVQ framework with Coleg Cambria. Leisure Services brings the total number of accredited Customer Service Award workbooks to four (Housing, Environment, Streetscene) with a fifth workbook now being launched in Children’s Services.</p> <p>226 employees have successfully completed the Award to date, each receiving the nationally recognised OCR (Oxford Cambridge RSA) Customer Service qualification. This vocationally related, credit-based qualification provides valuable opportunities for employees to develop their skills, gain underpinning knowledge and understanding and demonstrate competence in their place of work.</p> <p>Continuing its successful partnership with Coleg Cambria, Customer Services is expecting to develop the sixth workbook for Adult Services in September. Following the success of Customer Service training at Flintshire, Coleg Cambria has recently developed a similar programme for Denbighshire County Council.</p>			
<p>What went well –</p> <ul style="list-style-type: none"> • New customer service policy and standards drafted • 226 employees undertaken Customer Service Award training. • Customer Service Award training adopted by neighbouring Council. • Excellent example of partnership working between Flintshire and Coleg Cambria. 			
<p>What did not go so well – N/A</p>			

Achievement will be measured through:

- Endorsement of the improved Customer Services Standards.
- Employee training and achievement.

Achievement Milestones for strategy and action plans: (Lead Officer –Head of ICT & Customer Services)

Endorsement of the improved Customer Service Policy and Standards – September 2014.

Further development of employee training programme – September 2014.

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APPENDIX 8

Priority: Modern and Efficient Council
Sub-Priority: Single Status
Impact: Achieving a fair and affordable pay and grading structure

We said in 2013/14 that we would: -

1. Agree and implement a legal, affordable, acceptable and workable Single Status Agreement.

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14 – Full agreement has been reached to a new Pay and Grading model under Single Status. Following a successful ‘yes’ vote in a ballot of union members in April 2014, an implementation date of 1 June 2014 will be achieved.

What went well - The size and scale of the changes required to achieve a new Pay and Grading model demanded significant involvement from all the key stakeholders including the management, unions and members. There has been a high level of commitment from all parties to achieve the Agreement balancing the needs of the employees with affordability. The focus on Programme planning, communication to employees and the establishing of a dedicated help line to answer queries from employees are all areas which have gone well.

What did not go so well – At the point of confirming the new pay and grading results, an opportunity to appeal the result was provided. These appeals and additional maintenance requests will be completed by the end of August therefore there will be some employees potentially having grade and pay adjustments after 1 June implementation date.

Achievement will be measured through:

- Implementation of an affordable, legal, acceptable and workable Single Status Agreement which has been built into the medium-term financial plan.

Achievement Milestones for strategy and action plans:(Lead Officer – Head of HR and OD)

Implement the Single Status agreement by 1st June 2014.

(The original effective and implementation date of 1 April 2014 was delayed as a direct result of the recognised Trade Unions not balloting their members on the content of the agreement in January 2014, as set out in the initial project plan. The ballot was completed in March and confirmation of a ‘yes’ vote was announced).

Risk to be managed – How the Single Status Agreement and modernised terms and conditions are paid for in the long term with reduced financial resources

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)			(L)	(I)	(LxI)	
H	H	R	<p>The Governance arrangements for Single Status have been revised and provide robust arrangements for monitoring progress, providing direction, making key decisions and managing risk which, together with the appropriate resources and project management support, will enable timeframes to be met for agreement and implementation.</p> <p>The Council has a Single Status / Equal Pay Reserve which will pay for 'one off' costs for Single Status e.g. pay protection and will</p>	M	M	G	<p>The revised governance arrangements for Single Status have been effectively implemented resulting in effective monitoring, decision making and problem resolution on a weekly basis through the Executive Group and Programme Board.</p> <p>The three tests of legality, workability and affordability have all been met through the Single Status Agreement</p>	Head of HR & OD / Head of Legal and Democratic Services	↓	L	L	G

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
			contribute to the cost of settling issued Equal Pay claims. The intention is to pay for at least two years of buffering to allow the Council to make provision for the increase in the pay bill from year 3. The estimated ongoing cost of the Single Status pay bill is included in the Council's MTFP. The Council are committed to agreeing a set of pay arrangements that meet the three tests of legality, acceptability and affordability, thereby working towards a set of sustainable arrangements.									

2. Adopting a modernised set of terms and conditions of employment so that we are a more customer focused organisation

Progress Status	Progress RAG	G	Outcome RAG	G
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What we did in 2013/14 – the Council has gained agreement to a modernised set of terms and conditions of employment which will be implemented on the 1 June 2014.

What went well
Co-operation of management and union colleagues with a joint aim at achieving agreement to the terms and conditions of employment.

What did not go so well

- Time consuming and complex analysis and revision of employment data to provide a robust basis for amending pay and grades for employees which then led to a delay in the implementation date.

Achievement will be measured through:

- Improved cost and flexibility of services e.g. extending service hours does not increase the service operating costs.

Achievement Milestones for strategy and action plans: (Lead Officer – Head of HR and OD)
Agreement of a modernised set of terms and conditions of employment – October 2013

Risk to be managed – Employee / TU and organisational drive and commitment to work more flexibly / to extend opening hours:

- Gain agreement of the council as the employer, the workforce and the Trade Union to the Single Status agreement and modernised terms and conditions of employment
- Ballot agreement by the workforce and the Trade Union to the Single Status agreement and modernised terms and conditions of employment
-

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	<p>The negotiations relating to both pay and terms and conditions are focusing on achieving a legal, acceptable and affordable agreement that is workable in practice. In finalising the agreement, the costs for the organisation and for individual services is being considered.</p> <p>Services are actively encouraged to extend opening hours and to work in a more flexible / agile manner driven by large scale programmes such as Assets Programme.</p>	L	L	G	<p>Negotiations have been completed. A revised flexible working and agile working policy has been agreed at Cabinet for implementation by the end of 2014. Detailed implementation planning supported with employee communication and manager training in adopting the new ways of working will be required to achieve success and reduce the risk further</p>	Head of HR & OD / Heads of Service	↓	L	L	G

3. Resolving and settling potential equal pay claims			
Progress Status	Progress RAG	G	Outcome RAG
<p>What we did in 2013/14 – A settlement strategy has been agreed to resolve and settle potential equal pay claims. Implementation and signing of COT 3 agreements by every employee will commence in June 2014 with an aim to complete these by August 2014.</p>			
<p>What went well – Joint working with management, legal advisers, unions and ACAS.</p>			
<p>What did not go so well – The requirement for every employee to sign a COT 3 to accept the new terms and conditions and jointly agree to waive any further equal pay claim will require detailed planning and implementation over a 6 week period. The timing of which runs in parallel to the changes to the new pay and grading model taking effect on the 1 June.</p>			
<p>Achievement will be measured through:</p> <ul style="list-style-type: none"> Meeting any liability for equal pay claims. 			
<p>Achievement Milestones for strategy and action plans:(Lead Officer – Head of HR and OD) Agreement of equal pay strategy – between October 2013 – June 2014</p>			

Risk to be managed – Negotiating an affordable settlement rate for issued claims and meeting all settlement costs within defined funding range.

Gross Score (as if there are no measures in place to control the risk)			Current Actions / Arrangements in place to control the risk	Net Score (as it is now)			Future Actions and / or Arrangement to control the risk	Manager Responsible	Risk Trend	Target Score (when all actions are completed / satisfactory arrangements in place)		
Likelihood	Impact	Gross Score		Likelihood	Impact	Gross Score				Likelihood	Impact	Gross Score
(L)	(I)	(LxI)		(L)	(I)	(LxI)				(L)	(I)	(LxI)
H	H	R	Regular legal advice sought from Council's legal advisers to ensure that settlement strategy represents value for money for the Council and is comparable with the most competitive settlement rates achieved by other councils	M	M	A	Negotiations are completed, ACAS have been engaged to support employees during the process of signing their COT 3 during a series of presentations and signing days through June, July and August	Head of HR & OD / Heads of Service	↓	L	L	G

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **WEDNESDAY 30 JULY 2014**

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

SUBJECT: **REVENUE BUDGET MONITORING 2013/14 (OUTTURN) AND CAPITAL PROGRAMME 2013/14 (OUTTURN)**

1.00 PURPOSE OF REPORT

1.01 To provide members with the Revenue Budget monitoring 2013/14 and Capital Programme 2013/14 reports as at Outturn.

2.00 BACKGROUND

2.01 The Revenue Budget Monitoring 2013/14 (Outturn) and Capital Programme 2013/14 (Outturn) are presented to Cabinet in the same cycle as the Corporate Resources Overview & Scrutiny Committee. Copies of the reports are attached as Appendix A and Appendix B to this report.

3.00 CONSIDERATIONS

3.01 Members are asked to note the report.

4.00 RECOMMENDATIONS

4.01 As set out in the reports.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in the report.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 None

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 Appendix A - Revenue Monitoring 2013/14 (Outturn) report.
Appendix B – Capital Programme 2013/14 (Outturn) report.

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

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

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 JULY 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **REVENUE BUDGET MONITORING 2013/14**
(OUTTURN)

1.00 PURPOSE OF REPORT

1.01 To inform Members of the Council Fund and the Housing Revenue Account Outturn for 2013/14 (subject to audit) and the impact on the respective level of reserves at 31 March 2013/14 which will be reported to Audit Committee on 16 July 2014.

1.02 INDEX OF CONTENTS

Section 2	Executive Summary
Para 3.01	Council Fund Summary Table
Para 3.04	Overview of the Year
Section 4	Non Standard Inflation
Section 5	Unearmarked Reserves
Section 6	Housing Revenue Account
Appendix 1	Council Fund Movement of Variances from Month 12
Appendix 2	Community Services – Variances Summary
Appendix 3	Environment – Variances Summary
Appendix 4	Lifelong Learning – Variances Summary
Appendix 5	Corporate Services – Variances Summary
Appendix 6	Central & Corporate Services – Variances Summary
Appendix 7	Council Fund Unearmarked Reserves Summary
Appendix 8	Housing Revenue Account – Variances Summary
Appendix 9	Achievement of Efficiencies Summary

2.00 EXECUTIVE SUMMARY

The year end position at outturn is as follows:

Council Fund

- Net in year expenditure is £3.387m less than budget.
- Contingency Reserve balance as at 31 March of £5.328m

Housing Revenue Account (HRA)

- Net in year expenditure is £0.229m less than budget.
- Closing balance as at 31 March of £1.662m

CONSIDERATIONS

3.01 The table below shows a final outturn positive variation of expenditure against budget of £3.387m

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend	
			Month 12	Outturn
	£m	£m	£m	£m
<u>DIRECTORATES (Service Groups)</u>				
Services for Adults	45.642	44.485	(1.434)	(1.413)
Services for Children	11.906	12.144	1.150	1.128
Housing Services	1.800	1.746	(0.281)	(0.281)
Development & Resources	1.688	1.628	0.013	0.010
TOTAL : COMMUNITY SERVICES	61.036	60.003	(0.552)	(0.556)
Assets and Transportation	6.015	5.139	(0.143)	(0.145)
Planning	1.708	1.717	(0.039)	(0.039)
Public Protection	3.455	3.465	(0.076)	(0.076)
Regeneration	0.715	0.705	0.027	0.027
Streetscene	19.320	20.005	0.306	0.306
Management, Support & Performance	1.088	1.076	(0.030)	(0.030)
TOTAL : ENVIRONMENT	32.301	32.107	0.045	0.043
Culture & Leisure	6.876	6.363	0.279	0.280
Inclusion Services	14.058	13.331	0.080	0.081
Primary School Services	43.374	43.723	(0.174)	(0.174)
Secondary School Services	36.638	37.725	0.003	0.000
Development & Resources	12.118	12.310	(0.264)	(0.264)
TOTAL : LIFELONG LEARNING	113.064	113.452	(0.076)	(0.077)
Chief Executive	2.356	2.303	(0.135)	(0.135)
Finance	14.265	14.225	(1.259)	(1.258)
HR & OD	2.427	2.749	(0.041)	(0.041)
ICT & Customer Services	4.922	5.048	(0.115)	(0.115)
Legal & Democratic Services	3.145	3.142	(0.146)	(0.146)
TOTAL : CORPORATE SERVICES	27.115	27.467	(1.696)	(1.695)
TOTAL DIRECTORATES	233.516	233.029	(2.279)	(2.285)
Central and Corporate Finance	26.236	26.723	(0.873)	(1.102)
Total	259.752	259.752	(3.152)	(3.387)

3.02 The original budget column reflects the budget approved by Council on 1 March 2013. The revised budget column reflects the in year virements which have been approved in compliance with Financial Procedure rules.

- 3.03 The significant in year variances at final outturn are detailed in Appendices 2 – 6 (Council Fund) and Appendix 8 (HRA). The significant changes for the Council Fund from Month 12 are detailed in Appendix 1.

BRIEF OVERVIEW OF THE YEAR

- 3.04 The early projections as at Month 3 for the Council Fund was a positive budget variation with net expenditure forecast to be £2.065m less than budget.
- 3.05 A review was undertaken to analyse service trends and forecasts in key areas. Following this review, it was identified within Social Services for Adults, that there were projected savings of £1.670m and as a result in-year budgets were reduced. As part of this, additional recurring savings of £1.185m were identified and have been included as future budget efficiency within the 2014/15 budget.
- 3.06 As a result of the overall review of Community Services, a budget pressure of £0.250m was identified within the Professional Support budget (Children's Services) due to the increase in the demand for statutory child care support an additional base budget was allocated to this service.
- 3.07 Following the period of severe weather in March 2013 a delegated powers authority was approved in May for the recovery cost expenditure associated with this event. An initial allocation of £0.518m was ring fenced to be met from the contingency reserve to finance these costs. The actual severe weather costs were £0.473m, and this has been allocated to the appropriate Council Fund service account at the end of the financial year.
- 3.08 During the year there was a significant change in the projected costs for Out of County placements. In the early part of the year the projected position reflected an underspend of £0.755m; although by Month 8 costs had increased and there was a projected overspend of £0.452m with the final outturn position being a £0.646m overspend. Out of County placements are demand led and costs are dependent on service user need, many of these placements are expensive given the severity of need. The numbers of these young people change throughout the year and these changes significantly affected projected expenditure.
- 3.09 In 2013, along with its strategic partners, the Council intervened in relation to the former chemical plant in Sandycroft (Euticals Ltd). At Month 5 the costs were initially estimated at £0.400m, however this figure was revised later in the year to £0.300m and the actual expenditure incurred within 2013/14 was £0.288m.
- 3.10 The projected under spend increased in Month 9 due to the accounting treatment of current year income from Deeside Power (£0.200m). In Lifelong Learning the projected under spend on Primary School Services increased by £0.135m primarily relating to the reduced demand for Early Entitlement services and there was additional one off windfall income (£0.243m) which was received from the Welsh Government in respect of the First Steps Improvement Package.
- 3.11 In the latter part of the year, the positive movement in the variance was due to in part an increase in the underspend within Community Services (£0.344m) which

relates to a number of factors including additional income from charging clients for care within residential services through charges on their property (£0.199m) and additional income from the Health Board (£0.046m) within Social Services for Adults as well as lower than anticipated care costs for transition due to the timing of clients entering the service.

- 3.12 Corporate Services (Finance) also reflected an overall improved position (£0.220m) the majority of which related to the net impact of year end changes in relation to the Revenues and Benefits Service, including the level of bad debt provision, subsidy receivable and collection fund surplus. Within Central & Corporate Finance additional rental income was received (£0.134m) together with various year end accounting changes in relation to the Central Loans and Investment Account.

ACHIEVEMENT OF EFFICIENCIES

- 3.13 The 2013/14 budget contains £5.331m of specific efficiencies and the table below summarises the final position in relation to the achievement of these items. The analysis shows that £4.213m (79%) was achieved resulting in a net underachievement of £1.118m. Full details are shown in Appendix 9.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
Already Achieved	3.454	3.454	0.000
Expected to be Achieved	0.451	0.451	0.000
Achievable in Part	0.516	0.308	(0.208)
Not Achievable	0.910	0.000	(0.910)
Total	5.331	4.213	(1.118)

4.00 NON STANDARD INFLATION

- 4.01 The 2013/14 budget included amounts for non-standard inflation for elements where costs were likely to increase by more than the standard rate of inflation. During the year these amounts have been held centrally until the additional requirement could be demonstrated. The final position in relation to these elements is detailed below:

- £0.255m in respect of Energy for Street Lighting
- £0.161m in respect of Energy (electricity and gas for property)
- £0.187m in respect of Fuel
- £0.141m in respect of Food

An amount of £0.036m was not allocated and forms part of the underspend within Central & Corporate.

5.00 UNEARMARKED RESERVES

- 5.01 The 2012/13 final outturn reported to Cabinet on 16 July showed unearmarked reserves at 31 July 2013 (above the base level of £5.564m) of £3.409m after taking

into account a commitment in 2013/14 for use of £0.297m to meet one-off time limited costs. In July, Cabinet allocated £0.250m to the Winter maintenance reserve, bringing the level in the reserve to £3.159m.

- 5.02 In accordance with International Accounting Standards (IAS 19), any known costs that are associated with termination benefits in relation to the workforce efficiencies must be accounted for in the current financial year. The Senior Management phase 1 meets the criteria for this requirement due to its advanced stage. A budget provision has been made in the 2014/15 budget for the exit costs associated with this. However to meet the requirements of IAS 19 and to ensure this is accounted for correctly; this is being made from contingency reserve in 2013/14, but will be repaid in 2014/15 from the budgeted allocation.
- 5.03 Appendix 7 details the movement in-year on unearmarked reserves and the level of contingency sum available. As a result of these movements the final level of Contingency Reserve as at the end of March 2014 is £5.328m. This amount will be increased to £6.073m in 2014/15 when the exit costs provision in relation to phase 1 of the senior management review are repaid to the reserve after the need to account for these costs in 2013/14 as reported in the month 12 report.
- 5.04 When the 2014/15 budget was set it was estimated that an amount of £3.7m would be available to contribute to the Investment Strategy. It is recommended that the additional amount of £2.373m be held in the Contingency Reserve and its use considered for in-year and future use in relation to investment in organisational change in the context of the MTFP.

6.00 HOUSING REVENUE ACCOUNT

- 6.01 On 19 February 2013, the Council approved a Housing Revenue Account (HRA) budget for 2013/14 of £28.259m. The budget provided for a closing balance of £0.903m, which at 3.2% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.
- 6.02 The 2012/13 final outturn reported to Cabinet on 16 July 2013 showed a closing balance at the end of 2012/13 of £1.931m which was £0.861m more than when the 2013/14 budget was set. This had the effect of increasing the opening balance for 2013/14 by the same amount.
- 6.03 The final outturn for the HRA is an underspend of £0.229m which results in a final closing balance (subject to audit) at 31 March of £1.662m which at 5.81% of the total expenditure exceeds the recommended minimum level of 3%.

BRIEF OVERVIEW OF YEAR

- 6.04 The 2013/14 HRA budget provided a total revenue contribution of £5.942m towards the funding of capital expenditure (CERA) an increase of £1.250m on the previous year.
- 6.05 As detailed in this report, the final position is a surplus of £1.662m. The Council

anticipated an opening balance of £1.545m in the HRA budget 2013/14 approved at Council on the 18th February 2014 and therefore accounted for these additional funds within the budget creating additional spend on Welsh Housing Quality Standard works (WHQS). The remaining balance of £0.117m is proposed also to be utilised towards additional investment in meeting the WHQS.

6.06 The continued improvement in the financial management of the HRA during 2013/14 has helped to enable delivery of the following service developments and improvements.

- Additional funding for WHQS delivery plan.
- Voids- turn around 31 days (59 days for majors)
- Arrears, 25k less at week 41 than same week last year
- Repairs- all categories out performing target
- 99.5% of properties with gas safety certificate
- ASB successes and service improvement
- Tenant satisfaction improved from 74% to 81%
- Extended tenant involvement

7.00 RECOMMENDATIONS

7.01 Members are recommended to:-

a) Note the overall report

b) Note the Council Fund Contingency Sum available as at 31st March 2014 (para 5.03)

c) Note the final level of balances on the Housing Revenue Account (para 6.03)

d) Approve that the additional contingency sum of £2.373m be held and its use considered for in-year and future use in relation to investment in organisational change in the context of the MTFP (para 5.04)

8.00 FINANCIAL IMPLICATIONS

8.01 As set out in the report.

9.00 ANTIPOVERTY IMPACT

9.01 None

10.00 ENVIRONMENTAL IMPACT

10.01 None

11.00 EQUALITIES IMPACT

11.01 None

12.00 PERSONNEL IMPLICATIONS

12.01 None

13.00 CONSULTATION REQUIRED

13.01 None

14.00 CONSULTATION UNDERTAKEN

14.01 None

15.00 APPENDICES

15.01 Council Fund – Movement in Variances from Month 12 – Appendix 1
Council Fund Variances – Appendices 2 – 6
Council Fund Movement on Unearmarked Reserves – Appendix 7
Housing Revenue Account Variances – Appendix 8
Achievement of Efficiencies – Appendix 9

**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 2013/14
FLINTSHIRE COUNTY COUNCIL**



**Budget Monitoring (Outturn)
Summary of Movement from Month 12**

	£m	£m
Month 12		
Service Directorates	(2.279)	
Central and Corporate Finance	(0.873)	
Variance as per Cabinet Report		(3.152)
Outturn		
Service Directorates	(2.285)	
Central and Corporate Finance	(1.102)	
Variance as per Directorate Returns		(3.387)
Change Requiring Explanation		(0.235)
<u>Community Services</u>		
Services For Adults		
• Disability Services (Resources & Regulated Services) - accrual for refund of duplicated recharge to Health Board for a joint funded	0.027	
• Other minor changes of less than £0.025m for Services for Adults	(0.006)	
Subtotal: Services for Adults		0.021
Development & Resources		
• Other minor changes of less than £0.025m	(0.003)	
Subtotal: Development & Resources		(0.003)
Services For Childrens		
• Other minor changes of less than £0.025m	(0.022)	
Subtotal: Services For Childrens		(0.022)
Total: Community Services		(0.004)

Environment**Assets & Transportation**

- Other minor changes of less than £0.010m

(0.002)

Subtotal: Assets & Transportation(0.002)**Total: Environment**(0.002)**Lifelong Learning****Culture & Leisure**

0.001

- Libraries, Culture & Heritage - minor variances

0.001**Subtotal: Culture & Leisure****Inclusion Services**

- Inclusion & Behaviour Services - minor variances due to rounding

(0.001)

- Out of County - minor variances due to rounding

0.002

Subtotal: Inclusion Services0.001**Secondary School Services**

- Secondary School Services - minor variances due to rounding

(0.003)

Subtotal: Secondary School Services(0.003)**Total: Lifelong Learning**(0.001)**Corporate Services**

- Finance - minor variances

0.001

0.001**Central & Corporate Services**

- Support Services - Additional Income, pension fund recharge

(0.229)

(0.229)**Total Changes**(0.235)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Adults Hospital Social Work (Intake and Reablement)	0.405	0.362	(0.043)	(0.043)	The underspend is mostly due to a Hospital Social Worker covering in the Crisis Intervention Team. These costs (£0.038m) are recovered from Health.	One-off.
Resources and Regulated Services (Intake and Reablement)	5.410	4.966	(0.444)	(0.446)	<p><u>Extra Care</u> Projected underspend on Lys Jasmine (£0.351m) is due to an initial delay in opening the facility, less a £0.005m overspend on Lys Eleanor <u>In-house Domiciliary Care</u> underspend (£0.082m) due to greater use of reablement and independent sector care providers.</p> <p><u>Client Transportation Service</u> underspend (£0.034m) relates to staff vacancies.</p> <p><u>Day Services</u> underspend (£0.051m) mostly due to vacancies (£0.042m) - plus other minor underspends</p> <p>These underspends are offset by a projected overspend within <u>In-house Residential Service</u> (£0.067m) due to the need to ensure staff cover (£0.195m) additional premises costs (£0.029m) and additional supplies and services (£0.044) offset by client (£0.151m) and Health (£0.050m) income.</p>	<p><u>Extra Care</u> The underspend against is one-off and non recurring and has arisen due to the opening of the facility being part way through the current year.</p> <p><u>Client Transportation Service</u> Underspend adjusted in budget rationalisation.</p> <p><u>Residential Service</u> further work required to determine the most appropriate way to address the overspend.</p>

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Locality Teams (Localities)	13.881	13.830	(0.051)	(0.051)	<p><u>Older People Services</u></p> <ul style="list-style-type: none"> > Locality Teams are together expected to underspend (£0.183m) mostly due to vacant posts. > Purchased domiciliary costs are projected to overspend (£0.094m) due to additional service user costs. > Purchased residential costs are projected to underspend (£0.046m) due to additional service user costs. > Early Onset Dementia is projected to overspend (£0.062m) due to purchased domiciliary care costs. > Minor adaptations overspend (£0.035m) due to increased client demand 	<p>Keep under review.</p> <p>Most of the PDSI elements previously included as part of the locality team budgets are now shown within the Disability Services Heading with only the Occupational Therapy service remaining as part of the locality teams.</p>
Resource and Regulated Services (Disability Services)	15.735	15.339	(0.396)	(0.423)	<p>Learning Disabilities - As previously noted this service includes a budget to help offset the expected impact of a review of joint funded packages between FCC and Health. This accounts for a saving of £0.140m within the net underspend projection, and remains unchanged from month 3. There are some other compensating variances across this large service which reflect the changes in client demand.</p>	<p>The underspend in relation to the negotiations with Health on jointly funded packages is based on current assumptions. These will be kept under review and adjusted if proven necessary.</p>

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Transition and Disability Services (Disability Services)	0.658	0.771	0.113	0.113	This is mostly due to overspends against staff pay costs (£0.030m), third party payments (£0.039m), transport (£0.024m), transfer payments (£0.020m), and a shortfall of grant income of £0.028m. (Supporting People), offset by some additional other grant income.	Keep under review.
Disability Services (Disability Services)	1.580	1.493	(0.087)	(0.087)	Reduction in staffing costs	Keep under review.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.392	0.418	0.026	0.026	This is mostly due to an overspend against staff pay costs (£0.152m) and premises costs (£0.005m)	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.654	0.559	(0.095)	(0.095)	This underspend is based on current care packages. An additional £0.0259m budget has been added to this area in 2013 to reflect the expectation of the transfer from Health of an individual with a high cost transition package, there has been a delay in transferring this client into the service. The current underspend would therefore be higher but reflects the cost of current care packages including some other new clients.	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.829	0.720	(0.109)	(0.109)	This is mostly (£0.050m) due to a one-off pay cost reduction following an agreed absence with no pay.	One-off.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Forensic Budget (Mental Health & Substance Misuse Service)	0.305	0.161	(0.144)	(0.144)	Reflects cost of care packages in 2013/14.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. The possibility of re-aligning budget between the two services has been considered and dismissed for now as there are early indications of additional Mental Health clients although at this stage potential costs or start dates are unknown.
Forensic Budget (Learning Disability)	0.482	0.511	0.029	0.033	Reflects cost of care packages in 2013/14.	
Other Services for Adults variances (aggregate)	4.154	3.942	(0.212)	(0.208)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	44.485	43.072	(1.413)	(1.434)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Development & Resources						
Vacancy Control	(0.100)	0.000	0.100	0.100		Realignment of vacant posts
Business Systems & Financial Assessments	1.084	1.015	(0.069)	(0.069)	Underspend on IT software and hardware, stationery and unbudgeted Supporting People grant income	
Other Development & Resources variances (aggregate)	0.644	0.623	(0.021)	(0.018)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.628	1.638	0.010	0.013		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Services for Children						
Family Placement (Children's Services)	1.977	2.361	0.384	0.384	The overspend is mainly as a result of an increase in the number of foster care placements within the service. It is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken the outcome of which is being considered and will inform future planning and possible efficiencies.
Youth Offending Team (Children's Services)	0.334	0.277	(0.057)	(0.057)	The underspend within this area is mostly due to vacant posts.	One-off.
Professional Support (Children's Services)	5.496	5.690	0.194	0.194	Additional numbers of leaving care clients resulting in higher total placement costs.	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Out of County Pooled Budget (Children's Services)	3.178	3.737	0.559	0.577	Costs reflect existing placements up until March 2014, and include transfer of costs for one client who was previously accounted for within the leaving care service.	The focus of high cost placements is now a North Wales project and will continued to be reviewed.
Other Services for Children variances (aggregate)	1.159	1.207	0.048	0.052	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	12.144	13.272	1.128	1.150		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 12 (£m)	Cause of Variance	Action Required
Assets & Transportation	5.139	4.994	(0.145)	(0.143)		
Industrial Units	(1,241)	(1,264)	(0.023)	(0.023)	Estimated net income shortfalls across the Industrial Estate portfolio have been offset by the Wales Audit Office recommendation, that a provision for income relating to Deeside Power of £200k due in May 2014, should now be made in 2013/14. The actual income figure was not received until April 2014 and this is £65k less than projected due to reducing energy generation at the plant.	
Property Holdings	0.083	0.056	(0.027)	(0.026)	Lower than anticipated NDR charges	Review of site budgets necessary in line with asset management programme
Property Asset & Development	0.528	0.430	(0.098)	(0.098)	Net Vacancy Savings	
Highways Development Control & Regulatory Services	0.813	0.876	0.063	0.063	Lower than anticipated levels of income for FPN's (based on improving standards of repair by utility companies) & road closures. A commitment of £60k is included as a provision for a potential claim. The improving position at Period 12 is due to additional staff recharge income and lower than anticipated design fee recharges.	
Transportation	1.469	1.410	(0.059)	(0.059)	Bus Subsidy payments to Bus Operators that have reduced due to re-negotiated contract prices.	
Aggregate of other Variances	3.487	3.486	(0.001)	0.000		

Service		Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 12 (£m)	Cause of Variance	Action Required
Planning		1.717	1.678	(0.039)	(0.039)		
	Planning Control	0.363	0.356	(0.007)	(0.007)	Minor improvement on planning fee income at Period 12.	
	Aggregate of other Variances	1.354	1.322	(0.032)	(0.032)	Net Vacancy Savings and staff recharge income for specialist planning advice to neighbouring authorities.	
Public Protection		3.465	3.389	(0.076)	(0.076)		
	Community Protection	1.243	1.181	(0.062)	(0.062)	Includes a Court Costs award following the successful prosecution of Talacre Park Holiday Park by the Health & Safety Enforcement Team.	
	Aggregate of other Variances	2.222	2.208	(0.014)	(0.014)	Net Vacancy Savings	
Regeneration		0.705	0.732	0.027	0.027		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Period 12 (£m)	Cause of Variance	Action Required
Streetscene	20.005	20.311	0.306	0.306		
Waste Disposal & Waste Collection	9.706	10.082	0.376	0.376	Plastic Recycling prices reduced by £100 per tonne between July and September resulting in an estimated income reduction of £50k. Staff backfilling costs as a result of the on-going investigation within waste.	
Winter Maintenance	0.999	0.919	(0.080)	(0.080)	The Sustainable Waste Management Grant (SWMG) has been reduced in-year by up to 5% resulting in a funding shortfall of at least £150k Due to operational issues experienced with the leachate treatment plant, income will be affected slightly due to reduced capacity.	Consider impact on MTFP going forward
Aggregate of other Variances	9.300	9.310	0.010	0.010	Planned winter maintenance turnouts matched an average winter. However, there were no significant snow events so this has resulted in reduced costs and less Rock Salt being required than previous projections indicated. Increased cost of winter flooding events	
Management Support & Performance	1.076	1.046	(0.030)	(0.030)		
Management Support & Performance	1.076	1.046	(0.030)	(0.030)	Net Vacancy Savings ahead of service review implementation and reduced commitments on supplies and services budgets.	
Total :	32.107	32.150	0.043	0.045		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Culture & Leisure	6.363	6.643	0.280	0.279	<p>School Library Service (£0.099m saving) Following an agreement at DMT, to mitigate the Directorate overpend and to contribute towards the value for money programme, a number of measures will be taken to reduce expenditure in the School Library Service.</p> <p>Libraries, Culture & Heritage (£0.047m saving) Minor variances</p> <p>Leisure Services (£0.426m pressure) A pressure of £0.026m relates to Swim Flintshire, this programme ceased in August 2013. A saving of £0.145m relates to reduced salary costs across centres. £0.363m relates to pressures on income across centres. Pressures of £0.115m relate to premises costs. The remaining £0.067m relates to minor variances.</p>	
Inclusion Services & Special Schools	13.331	13.412	0.081	0.080	<p>Inclusion Services & Special Schools (£0.082m pressure) £0.087m relates to existing Out of County placements. Savings of £0.005m relate to Inclusion & Behaviour Support.</p>	
Primary School Services	43.723	43.549	(0.174)	(0.174)	<p>Primary School Services (£0.174m saving) £0.030m relates to controls on expenditure on supplies and services budgets. £0.141m relates to savings on 3 year old placements in maintained and non maintained settings in the Early Entitlement budget. £0.005m relates to additional regional costs for Welsh in Education. £0.008m relates to minor savings on School SLA income.</p>	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Secondary School Services	37.725	37.725	0.000	0.003		
Development & Resources	12.310	12.046	(0.264)	(0.264)	<p>Schools ICT (£0.154m saving) In an effort to reduce the Directorate overspend and to contribute towards the value for money programme, DMT have made the decision to place a hold on uncommitted expenditure in Schools ICT.</p> <p>Service Units (£0.019m saving) Pressures of £0.102m on Pupil Support (Free School Meals, School Trips and Music Remissions) have been offset by estimated savings on Mobile Classrooms (£0.080m), Insurance (£0.035m) and other minor variances of £0.006m.</p> <p>Facilities Services (£0.042m saving) Minor Variances</p> <p>Management & Business Support (£0.049m saving) £0.006m relates to Governor Training, £0.013m to the directorate training budget, £0.014m relates to printing, stationery and other office expenditure. The remaining £0.016m relates to other minor variances (subscriptions, telephones etc.).</p>	
Total:	113.452	113.375	(0.077)	(0.076)		

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Chief Executive	2.303	2.168	(0.135)	(0.135)	<p>£0.017m Corporate voluntary sector contribution to Dangerpoint</p> <p>(£0.094m) Vacancy savings</p> <p>(£0.020m) Corporate Communications efficiencies including Consultation and Public Relations</p> <p>(£0.013m) Community Strategy efficiency</p> <p>(£0.024m) use of LSB Grant to offset in year costs</p> <p>(£0.001m) minor variances</p>	
Finance	14.225	12.967	(1.258)	(1.259)	<p>(£0.201m) net vacancy savings on the service following in year realignment of budget.</p> <p>(£1.057m) efficiency due to a number of factors including a reduced shortfall in Council Tax Reduction Scheme funding and additional surplus on Council Tax Collection Fund and Housing Benefits Subsidy (including overpayments and Discretionary Housing Payments).</p>	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.142	2.996	(0.146)	(0.146)	(£0.013m) net Vacancy savings including the use of Agency/Locums and recharges (£0.036m) Members Services underspend (£0.091m) Members Allowances underspend (inc. training, travel etc.) (£0.012m) reduced Legal Subscriptions expenditure £0.015m reduced Staff recharge for Legal Services (£0.009m) minor variances	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	15.283	14.787	(0.496)	(0.495)	Minimum Revenue Provision (MRP) (-£0.060m), impact of change in the capital programme. Internal Interest £0.025m overspend Committed sums higher than expected. Debt management (£0.012m, staff recharges lower than expected. Sale of claims of Landsbanki (-£0.100m) underspend. Investment Income (-£0.061m) cash balances higher than projected. Other income (-£0.020m) higher than expected.	Continue to monitor in line with Treasury Management Strategy.
Coroners	0.193	0.263	0.070	0.070	Quarter 4 Coroners recharge was an estimated accrual based on data received from Denbighshire County Council, this invoice has now been received resulting in a £0.015m variance	Regular monitoring with Denbighshire County Council undertaken on in year spend
Centrally Held Provisions	3.109	1.993	(1.116)	(1.116)	Net budget adjustments of (£0.680m) as approved in the Month 3 report (Community Services £1.185m, Leisure Management (-£0.505m) Over recovery of corporate windfall income (£0.226m) (First Steps Imp Package) Additional income for Unity House Ewloe (-£0.134m). Other minor variances (£0.024m).	Budgets are considered as part of 2014/15 Council Budget
Central Service Recharges	(1.590)	(1.474)	0.116	0.346	Additional income, pension fund support recharge.	Subject to an overall review of Support Services
Former Euticals Ltd - Sandycroft site	0.000	0.288	0.288	0.288	Costs have been revised for 2013/14.	Ongoing monthly monitoring

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Mass Matrix Contract	(0.315)	(0.192)	0.123	0.123	A review of the rebate on the Matrix Contract has been undertaken. Agency usage has decreased in 2013/4 and the variance projection reflects the up to date position.	Further analysis to be undertaken to consider the impact in 2014/15
Flintshire Futures	(0.051)	0.033	0.084	0.084	Under achievement of efficiency within the Invest to Change programme.	Continued challenge of spend categories will support further efficiencies in 2014/15.
Other variances - aggregate	10.094	9.923	(0.171)	(0.173)	Reduced Carbon Commitment (£-0.045m). Credit for monies held with insurance (-0.021m). Increased Misc Write Offs (-0.034m). Residual balance of (£-0.027m) for Regional Transformation Fund. Post levy receipt of (-0.025m) for MMI from four ex Clwyd constituent Authorities. Other minor variances (-£0.019m).	
Total :	26.723	25.621	(1.102)	(0.873)		

APPENDIX 7

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2013	9.540	
Less - Base Level (inclusive of total increase of £0.270m agreed as part of the 2013/14 budget)	(5.834)	
Total Reserves above base level		3.706
Less - Amount approved by Council on 1 st March for funding of one-off costs in the 2013/14 budget proposals		(0.297)
Less - Amount approved by Cabinet on 16 th July for reinstatement of funding within the Winter Maintenance reserve following utilisation of funding during 2012/13 (late March severe weather event)		(0.250)
Amount available for delegation to Cabinet		3.159
Add underspend as at 31 st March 2014		3.387
Less - Actual severe weather recovery costs		(0.473)
Less – contribution to termination benefits relating to workforce efficiencies – Senior Management Phase 1.		(0.745)
Total Contingency Reserve as at 31st March 2014		5.328

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
HRA Subsidy	6.167	6.328	0.161	0.189	Capital Financing charges amended after budget rounds completed. Further amendments to Capital figures for inclusion in 2nd HRAS return. Under payment on 2012/13 of £0.031m calculated on Advance Final return.	
Rents	(26.946)	(27.182)	(0.236)	(0.202)	Actual bad debt provision saving of £0.226m.	
Repairs and Maintenance	8.393	8.754	0.361	0.255	<p>£0.201m net under spend variance on salaries due to long term vacancies and recruitment freeze in place.</p> <p>£0.159m Increase in the anticipated major works being undertaken in voids resulting in a reduction in the revenue spend projections from previous month.</p> <p>Subcontractor overspend of £0.437m due to adverse weather conditions in March 2013, recent high wind damage in February 2014 and major works on void properties.</p> <p>£0.070m variance is based on the carry forward request for PDA costs which will be purchased in 2014/15.</p>	<p>Housing Asset Management Team is working closely with Travis Perkins on price reductions due to the volume of materials being purchased through the partnership arrangement.</p> <p>An in-house kitchen team is being created to undertake kitchen installations in void properties which will reduce the level of subcontractor spend in this area.</p>

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Finance & Support	2.656	2.197	(0.459)	(0.243)	<p>Support Recharges reflected at 2012/13 actuals, saving £0.106m. Information on 2013/14 has been requested.</p> <p>Pension Fund Strain costs £0.080m lower than anticipated creating saving.</p> <p>Insurance claim non-reimbursement reviewed and reflected at 2012/13 figures, saving £0.034m</p> <p>Variance is based on the carry forward requests totalling £0.125m which are to be actioned in 2014/15</p> <p>£0.110m due to software costs not materialising in 2013/14 but will be purchased in 2014/15.</p> <p>£0.015m due to Maissonette budget not being fully spent in year.</p>	

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Housing Estates	1.852	1.705	(0.147)	(0.181)	Procurement reimbursement for screening received in amount of £0.058m. Void clearance recharges generating a further £0.017m income. Water commission generated a further £0.034m of income due to early bird discount scheme which offsets the £0.055m variance on the water bill. Cancellation of cleaning contract saving £0.005m on maisonette blocks. Salary savings of £0.067m over all areas.	
Other variances (aggregate)	8.375	8.465	0.091	0.011		
Total :	0.497	0.268	(0.229)	(0.171)		

Month 12

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

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Youth Justice - Appropriate adult service	0.010	✓			
Legal Fees - Use of solicitors / barristers	0.010	✓			
Children's Services - Transport costs efficiency	0.015	✓			
Children's Services - FAST team budget reduction	0.010				The FAST team is currently showing an overspend of £0.027.
Preventative foster care service - day care	0.005	✓			
TOTAL	0.456				
Procurement (APPENDIX 7c)					
<i>Community Services</i>					
PARIS - post implementation expenditure review	0.030	✓			
Housing Services - Supplies and Services	0.003	✓			
Social Care - Supplies and Services	0.075	✓			
Procurement Hub - regional procurement of high cost low volume placements	0.020	✓			

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Children's Services - out of county placements - improved procurement practice	0.533	✓				As at month 3 this budget was showing an underspend of £(0.344). However due to change in service user circumstances this budget is now showing an overspend of £0.432
Transport Review - revised contracts	0.025	✓				
TOTAL	0.686					
Organisational Design (APPENDIX 7d)						
<i>Community Services</i>						
Review of Supported Living Service	0.350				✓	The efficiency is fully achievable from 2014/15, as a result of implementation of the new structure from April 2014. An extensive consultation achieved a successful outcome, and retention of staff goodwill going forward. Some savings have been made as a result of right sizing.
Service Review of Warden Service	0.018	✓				
Children's Services - Removal of one team manager post	0.040	✓				
Development and Resources - Rationalisation of Management Team	0.050	✓				
TOTAL	0.458					

Month 12

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

Month 12

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

Month 12

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

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position			Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	
Fees & Charges (APPENDIX 7a)					
<i>Lifelong Learning</i>					
Library Service - Fines	0.001	✓			
Library - Hire charges increase	0.001	✓			
Leisure Services - increased charges	0.175			✓	Tariffs were increased on the 1st January as agreed but as income targets are not expected to be met, the efficiency is also not likely to be fully achieved. Estimated amount achievable £0.162m.
Review of post 16 distance limit	0.030			✓	The amendment to the proposal to continue to provide transport to Colleg Cambria means that only £0.010m of the efficiency can be achieved. Work is ongoing to confirm this. However, we do not anticipate a pressure on the Transport budget at this time.
TOTAL	0.207				
Service Change (APPENDIX 7b)					
<i>Lifelong Learning</i>					
Operational efficiencies	0.025	✓			
Youth Service - reduction of senior area workers	0.032	✓			The budget for area workers had previously been reduced. This efficiency created a budget flow which has been addressed as part of the Youth Strategy by retaining part of the £0.050m below on a recurring basis.

Month 12

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

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Procurement (APPENDIX 7c)						
<i>Lifelong Learning</i>						
Reduction of Postage within the Library Service	0.001	✓				
Out of County - Improved procurement through framework agreements and monitoring of placements.	0.385	✓				
School Transport Service - Operational efficiencies	0.080	✓				
TOTAL	0.466					

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

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

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

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

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

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Supplies & Services	0.012	✓				
TOTAL	0.245					
Organisational Design (APPENDIX 7d)						
<i>Chief Executive - Corporate Services</i>						
Reduction in mileage travelled - Emergency Planning	0.001	✓				
TOTAL	0.001					

Month 12

Efficiency Description	Budgeted Efficiency (£m)	Current Position				Further information to support current position status or other relevant information
		EFFICIENCY ALREADY ACHIEVED	EFFICIENCY EXPECTED TO BE ACHIEVED IN FULL	EFFICIENCY ACHIEVABLE IN PART	EFFICIENCY NOT ACHIEVABLE	
Service Change (APPENDIX 7b)						
<i>Central & Corporate Finance</i>						
Ciwyd Theatr Cymru - agreed reduction to contribution	0.015	✓				
TOTAL	0.015					
Procurement (APPENDIX 7c)						
<i>Central & Corporate Finance</i>						
Flintshire Futures - E-procurement and improved processes	0.102	✓				
Flintshire Futures - Internal Fleet Review	0.160	✓				
TOTAL	0.262					
Other Efficiencies (APPENDIX 7e)						
<i>Central & Corporate Finance</i>						
Reduced contingencies - one-off investment costs	0.240	✓				
Reduced contingencies - NDR	0.077	✓				
Reduction in Fire Levy due to formula changes	0.027	✓				
Flintshire Futures Assets Workstream - Facilities Management	0.060					✓

Month 12

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

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Major Variance	Action Required
Housing Services						
Homelessness Accommodation (Housing Services)	0.360	0.147	(0.213)	(0.213)	Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation. Quay House project has been delayed until 2014/15.	Keep under review. Variance is due to improvements in the service where methods have been put in place to reduce the cost of temporary accommodation.
Accommodation Support Team (Housing Services)	1.106	1.101	(0.005)	(0.005)	Service recently undergone a restructure now fully reflected within projection.	Restructure now implemented.
Other variances (aggregate)	0.280	0.217	(0.063)	(0.063)	Various minor variances.	Continue to review but not expected to be recurrent.
Subtotal:	1.746	1.465	(0.281)	(0.281)		
Total :	60.003	59.447	(0.556)	(0.552)		

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 15 JULY 2014**

REPORT BY: **CORPORATE FINANCE MANAGER**

SUBJECT: **CAPITAL PROGRAMME 2013/14 (OUTTURN)**

1.00 **PURPOSE OF REPORT**

1.01 To provide Members with the Capital Programme 2013/14 outturn information (Subject to audit).

2.00 **BACKGROUND**

2.01 The Council approved a Housing Revenue Account (HRA) capital programme for 2013/14 of £10.992m at its meeting of 19th February 2013 and a Council Fund (CF) capital programme for 2013/14 of £29.908m at its meeting of 1st March 2013.

3.00 **CONSIDERATIONS**

3.01 **Programme - Changes since Month 9**

3.01.1 The table below sets out how the programme has changed since the Month 9 report to Cabinet on 18th March 2014. Detailed cumulative information relating to each programme area is provided in Appendix A and summarised below;-

REVISED PROGRAMME	Original Budget 2013/14	Changes - Month 9	Changes - This Period	Rollover to 2014/15	Revised Budget
	£m	£m	£m	£m	£m
Corporate Services	1.613	0.873	0.439	(0.652)	2.273
Clwyd Theatr Cymru	0.025	0.035	0	(0.006)	0.054
Community Services	3.350	0.226	(0.301)	0	3.275
Environment	16.460	(0.625)	(1.097)	(3.282)	11.456
Lifelong Learning	8.460	5.080	(1.703)	(1.890)	9.947
Council Fund Total	29.908	5.589	(2.662)	(5.830)	27.005
Housing Revenue Account	10.992	1.134	0.748	0	12.874
Programme Total	40.900	6.723	(1.914)	(5.830)	39.879

3.01.2 The revised budget is that against which the programme is monitored.

3.02 Changes during this period

3.02.1 Changes during this period have resulted in a net decrease in the programme from that reported at Month 9 of £1.914m (a CF decrease of £2.662m, partially offset by an HRA increase of £0.748m). A summary of the changes, showing any major individual items, is in the table below (further details can be found in Appendix A):-

CHANGES DURING THIS PERIOD	
<u>COUNCIL FUND</u>	£m
Increases	
Flintshire Connects	0.460
Highways	0.206
Other Aggregate Increases	0.582
	1.248
Decreases	
Private Sector Renewals/Improvements	(0.380)
Transportation	(1.563)
Primary Schools	(0.508)
School Modernisation	(1.284)
Other Aggregate Decreases	(0.175)
	(3.910)
Total	(2.662)
<u>HRA</u>	£m
Increases	
Central Heating	0.400
Kitchen Replacement	0.297
Other Aggregate Increases	0.051
	0.748
Decreases	
Other Aggregate Decreases	0.000
Total	0.748

3.02.2 Reasons for changes in the programme include:-

- An increase/decrease in grant funding from Welsh government (WG) or other external funding providers. This is the case with Highways and HRA Central Heating;
- Expenditure profiles for schemes alter during the year, resulting in budgets needing to be realigned to meet this scenario. This is the case with Primary Schools, School Modernisation and Kitchen Replacement;
- Contributions from partners are only recognised when they are realised in order to exercise prudence. This is the case with Flintshire Connects;
- Houses into Homes, a WG scheme providing recyclable loans for the repair of long term vacant properties with the aim of bringing them back into use, had previously been included within Renewals/Improvements as it represents expenditure within Flintshire. The Council merely acts as an agent for WG and under accounting regulations the budget and any associated expenditure must be accounted for outside of the Council's accounts; and
- Similarly, elements of the Transportation budget and expenditure related to non Flintshire works are accounted for outside of the Council's accounts, this relates to TAITH, the regional transport consortium of which Flintshire is the lead member; whilst those elements relating to works within Flintshire remain in the capital programme.

3.03 Capital Expenditure compared to Budget

3.03.1 Outturn expenditure across the whole of the programme is £37.975m. The breakdown of expenditure is analysed in the following table, along with the percentage spend against budget. The table shows that 95.23% of the budget has been spent across the programme (CF 92.95% and HRA 100%).

EXPENDITURE/OUTTURN	Revised Budget	Outturn	Variance Outturn v Budget (Under)/Over	% Outturn v Budget
	£m	£m	£m	%
Corporate Services	2.273	1.397	(0.876)	61.46
Clwyd Theatr Cymru	0.054	0.053	(0.001)	98.15
Community Services	3.275	2.806	(0.469)	85.68
Environment	11.456	11.260	(0.196)	98.29
Lifelong Learning	9.947	9.585	(0.362)	96.36
Council Fund Total	27.005	25.101	(1.904) →	92.95
Housing Revenue Account	12.874	12.874	0.000 →	100.00
Programme Total	39.879	37.975	(1.904) →	95.23

3.03.2 The detail of the variances for individual programme areas is listed in Appendix B, which includes the reasons where those variances exceed 10% of the budget.

3.04 Rollover to 2014/15

3.04.1 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 WG grants and are therefore not completed until the following year.

3.04.2 Cabinet has to date approved rollover of £6.011m into 2014/15 as part of previous monitoring reports, which has been partially offset by £0.181m being returned to 2013/14, leaving a net rollover total of £5.830m. Of the £0.181m, the majority (£0.128m) relates to expenditure on Town Centre Regeneration which was incurred in 2013/14 rather than 2014/15 as previously anticipated.

3.04.3 Further rollover at outturn of £1.904m has been identified and is included in the narrative in Appendix B. This reflects reviewed spending plans across all programme areas; these committed amounts have been identified as now required to meet costs of programme works in 2014/15 and is put forward for Member approval.

3.04.4 Information relating to each programme area is summarised below:-

ROLLOVER TO 2014/15	
	£m
Corporate Services	0.876
Clwyd Theatr Cymru	0.001
Community Services	0.469
Environment	0.196
Lifelong Learning	0.362
Council Fund	1.904
Housing Revenue Account	0.000

3.04.5 If approval is given to the request in 3.04.3 above, the total rollover into 2014/15 will be £7.734m.

3.05 Financing

3.05.1 The capital programme is financed as summarised below:-

FINANCING RESOURCES	General Financing¹	Specific Financing²	Total Financing
	£m	£m	£m
	Latest Monitoring		
Council Fund	12.421	14.584	27.005
Housing Revenue Account	5.200	7.674	12.874
	17.621	22.258	39.879
Total Financing Resources	17.621	22.258	39.879

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

3.05.2 Capital receipts generated from asset disposals form part of the Council Fund total financed from general (non specific) resources. 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 closely monitored as part of overall capital monitoring arrangements.

3.05.3 The final outturn position for capital receipts was £2.470m; this represents a decrease from the original budget of £3.700m of £1.230m, partially offset by the £0.038m of unallocated funding when the 2013/14 budget was set.

3.05.4 The outturn position is shown in the table below:-

FUNDING SHORTFALL OF APPROVED SCHEMES		
	£m	£m
Shortfall from 2012/13		3.028
Increases		
In year receipts shortfall	1.192	
New Pressures	0.195	1.387
Decreases		
20% Budget Holdback	(2.106)	
Funding from AD Waste Liquidation	(0.512)	(2.618)
Projected shortfall to 2014/15		1.797

3.05.5 The table above shows the shortfall in funding on schemes approved in 2012/13 and 2013/14 carried forward into 2014/15. This shortfall was originally generated in 2012/13 and is the shortfall in funding compared with expenditure that would have occurred had all approved core programme schemes been completed on budget and by 31st March. Schemes in 2012/13 and 2013/14 capital programmes were less advanced than anticipated and so the programmes expenditure in both years had sufficient funding.

3.05.6 The projected shortfall of £1.797m represents an increase of £0.745m on the position as at Month 9 and was caused by a further decrease in the level of receipts due to a Planning Appeal decision.

3.05.7 The 2014/15 budget approved by Members earlier in the year assumed a prudent level of capital receipts and a 30% reduction in the core programme in order to address the estimated shortfall at the time. The impact of this increase means that additional receipts over and above the budgeted figure will need to be realised to address this shortfall. The situation will be closely monitored by officers and reported to Cabinet in the quarterly monitoring reports.

3.05.8 The HRA capital resources are ring-fenced and used only for HRA purposes.

4.00 RECOMMENDATIONS

4.01 Cabinet is requested to:-

- Note and approve the report.
- Approve the rollover adjustments in 3.04.5

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in Section 3 of the Report.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Appendix A - Capital Programme – Changes during 2013/14
Appendix B - Variances

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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

APPENDIX A (Cont.)

CAPITAL PROGRAMME - CHANGES DURING 2013/14

	Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes (Previous)	Changes (Current)	Rollover to 2014/15	Revised Budget 2013/14
	£m	£m	£m	£m	£m	£m	£m
Environment							
Administrative Buildings	3.785	0.237	(0.302)	(0.124)	0.010	(0.258)	3.348
Sustainable Waste Management	0	0.554	0	0.316	0.042	(0.569)	0.343
Engineering	3.200	0.665	(0.040)	(3.000)	0.090	(0.551)	0.364
General Environmental Enhancement	0	0.002	0	0.003	0	0	0.005
Highways	3.860	0.588	(0.232)	0.035	0.206	0	4.457
Planning Grant Schemes	0	0	0	0.006	0.012	0	0.018
Ranger Services	0.236	0.007	0	0.020	0	(0.232)	0.031
Regeneration	3.679	0.522	(0.061)	(1.459)	0.106	(1.672)	1.115
Transportation	1.700	0.005	0	1.633	(1.563)	0	1.775
	16.460	2.580	(0.635)	(2.570)	(1.097)	(3.282)	11.456

APPENDIX A (Cont.)

CAPITAL PROGRAMME - CHANGES DURING 2013/14

	Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes (Previous)	Changes (Current)	Rollover to 2014/15	Revised Budget 2013/14
	£m	£m	£m	£m	£m	£m	£m
Lifelong Learning							
Leisure Centres	0	0	0	0.026	0.026	0	0.052
Swimming Pools	0	0.120	0	0	0	0	0.120
Community Centres	0	0.065	0	0	0.001	0	0.066
Recreation - Other	0	0.034	0	0	0	0	0.034
Play Areas	0	0	0	0.106	0.145	0	0.251
Education - General	3.580	0.403	(0.566)	(1.919)	(0.055)	0	1.443
Primary Schools	0.075	1.129	(0.015)	1.244	(0.573)	(0.183)	1.677
Schools Modernisation	4.745	0.138	0	1.079	(1.284)	(0.665)	4.013
Community Youth Clubs	0	0	0	0.093	0	0	0.093
Secondary Schools	0	0.718	0	0.715	0.037	(0.217)	1.253
Special Education	0	1.138	0	0.578	0	(0.825)	0.891
Early Years	0	0	0	0	0.003	0	0.003
Minor Works, Furniture & Equipment	0.060	0	(0.012)	0	0.002	0	0.050
Schools - Additional Funding	0	0.006	0	0	(0.005)	0	0.001
	8.460	3.751	(0.593)	1.922	(1.703)	(1.890)	9.947

CAPITAL PROGRAMME - CHANGES DURING 2013/14

Original Budget 2013/14	Rollover from 2012/13	20% Holdback	Changes (Previous)	Changes (Current)	Rollover to 2014/15	Revised Budget 2013/14
£m	£m	£m	£m	£m	£m	£m
5.321	1.196	0	0	(1.366)	0	5.151
0.300	0.020	0	0	(0.206)	0	0.114
4.061	(0.132)	0	0	1.920	0	5.849
1.000	0	0	0	(0.468)	0	0.532
0.310	0.050	0	0	0.868	0	1.228
10.992	1.134	0.000	0.000	0.748	0.000	12.874

Housing Revenue Account :

Housing Revenue Account

Major Works

Accelerated Programmes

WHQS Improvements

Disabled Adaptations

Other Services

Totals :

Council Fund

Housing Revenue Account

Grand Total

29.908	7.616	(2.106)	0.079	(2.662)	(5.830)	27.005
10.992	1.134	0	0	0.748	0	12.874
40.900	8.750	(2.106)	0.079	(1.914)	(5.830)	39.879

CORPORATE SERVICES

Capital Budget Monitoring 2013/14 - Outturn

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	1.233	0.750	0.750	(0.483)	(39)	(0.154)	The scale of the projects, conflicting priorities and shortage of resources has resulted in projects being unable to keep within the original timescales.	Rollover - Request rollover of £0.483m.
Flintshire Connects	0.954	0.647	0.647	(0.307)	(32)	0.000	Work ongoing on site at Connaahs Quay due to scheme expansion. Final sum retention for Flint Connects.	Rollover - Request rollover of £0.307m.
Corporate Finance	0.086	0.000	0.000	(0.086)	(100)	0.000	Corporate provisions for Feasibility & Health & Safety allocated as required.	Rollover - Request rollover of £0.086m.
Total	2.273	1.397	1.397	(0.876)	(39)	(0.154)		
Clwyd Theatr Cymru	0.054	0.053	0.053	(0.001)	(2)	(0.006)	Projects came in slightly under budget, causing the final small favourable variance.	Rollover - Request rollover of £0.001m.
Total	0.054	0.053	0.053	(0.001)	(2)	(0.006)		

Variance = Budget v Projected Outturn

COMMUNITY SERVICES
Capital Budget Monitoring 2013/14 - Outturn

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	3.143	2.674	2.674	(0.469)	(15)	0.000	£155k purchase of Flint maisonettes £138k Group Repair Schemes £49k relocation of 'Shotton Man' £58k DFG's £69k Misc others	Rollover - Request rollover of £0.469m. All schemes will be completed in early 2014/15.
Travellers' Sites	0.132	0.132	0.132	0.000	0	0.000		
Total	3.275	2.806	2.806	(0.469)	(14)	0.000		

Variance = Budget v Projected Outturn

ENVIRONMENT

Capital Budget Monitoring 2013/14 - Outturn

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	3.348	3.305	3.305	(0.043)	(1)	(0.305)	Planned Works for DDA & Fire Safety Orders delayed into 2014/15. Planned works Ph 2 at Holywell LC pending a review of the building.	Rollover - Request rollover of £0.043m.
Sustainable Waste Management	0.343	0.343	0.343	0.000	0	(0.569)		
Engineering	0.364	0.324	0.324	(0.040)	(11)	(0.031)	Majority of land drainage schemes delayed due to re-directing funds to the Mold FAS, which is currently awaiting planning permission to progress.	Rollover - Request rollover of £0.040m.
General Environmental Enhancement	0.005	0.005	0.005	(0.000)	(7)	0.002		
Highways	4.457	4.448	4.448	(0.009)	(0)	0.004	Balance of feasibility study costs due in early 2014/15.	Rollover - Request rollover of £0.009m.
Planning Grant Schemes	0.018	0.018	0.018	0.000	0	0.012		
Ranger Services	0.031	0.024	0.024	(0.007)	(23)	(0.162)	Wepre Park development started in the final 1/4 of 2013/14 so the majority of spend has been reprofiled into 2014/15	Rollover - Request rollover of £0.007m.
Regeneration	1.115	1.018	1.018	(0.097)	(9)	0.030	These funds are delivering an integrated package of town centre projects. Detailed design & implementation is underway. The process is behind schedule and the majority of the spend is now due to take place in 2014/15.	Rollover - Request rollover of £0.097m.
Transportation	1.775	1.775	1.775	(0.000)	(0)	0.004		
Total	11.456	11.260	11.260	(0.196)	(2)	(1.015)		

Variance = Budget v Projected Outturn

LIFELONG LEARNING

Capital Budget Monitoring 2013/14 - Outturn

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	0.052	0.023	0.023	(0.029)	(55)	0.000	£0.025m H&S works at JJP, Flint. £0.004m minor projects on-going.	Rollover - Request rollover of £0.029m.
Swimming Pools	0.120	0.120	0.120	(0.000)	(0)	0.000		
Community Centres	0.066	0.064	0.064	(0.002)	(3)	0.000	On-going project at Sealand Manor (demolition work).	Rollover - Request rollover of £0.002m.
Recreation - Other	0.034	0.026	0.026	(0.008)	(25)	0.000	Pitch works in Connah's Quay.	Rollover - Request rollover of £0.008m.
Play Areas	0.251	0.250	0.250	(0.001)	(0)	0.000		No Rollover required.
Education - General	1.443	1.443	1.443	0.000	0	0.000		
Primary Schools	1.677	1.582	1.582	(0.095)	(6)	(0.152)	On-going projects across Primary Schools, all projects started 2013/14	Rollover - Request rollover of £0.095m.

Variance = Budget v Projected Outturn

LIFELONG LEARNING (Cont.)

Capital Budget Monitoring 2013/14 - Outturn

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
Schools Modernisation	4.013	4.013	4.013	0.000	0	0.000		
Community Youth Clubs	0.093	0.093	0.093	0.000	0	0.000		
Secondary Schools	1.253	1.156	1.156	(0.097)	(8)	(0.175)	On-going projects across Secondary Schools, all projects started 2013/14. Includes works at Buckley Elifed and Mold Ysgol Maes Garmon.	Rollover - Request rollover of £0.097m.
Special Education	0.891	0.761	0.761	(0.130)	(15)	0.000	On-going projects across all schools. All works started 2013/14. Includes work at Mold Bryn Coch and Hawarden High School.	Rollover - Request rollover of £0.130m.
Early Years	0.003	0.003	0.003	0.000	0	0.000		
Minor Works, Furn & Equip	0.050	0.050	0.050	0.000	0	0.000		
Schools - Additional Funding	0.001	0.001	0.001	0.000	0	0.000		
Total	9.947	9.585	9.585	(0.362)	(4)	(0.327)		

Variance = Budget v Projected Outturn

HOUSING REVENUE ACCOUNT
Capital Budget Monitoring 2013/14 - Outturn

Programme Area	Total Budget £m	Actual Exp. £m	Projected Outturn £m	Variance (Under)/ Over £m	Variance %age %	Variance Prev v Qtr £m	Cause of Variance	Action Required
Major Works	5.151	5.151	5.151	0.000	0	(1.179)		
Accelerated Programmes	0.114	0.114	0.114	0.000	0	(0.250)		
WHQS Improvements	5.849	5.849	5.849	0.000	0	1.714		
Disabled Adaptations	0.532	0.532	0.532	0.000	0	0.050		
Other Services	1.228	1.228	1.228	0.000	0	0.009		
Total	12.874	12.874	12.874	0.000	0	0.344		

Variance = Budget v Projected Outturn

FLINTSHIRE COUNTY COUNCIL

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

DATE: **WEDNESDAY 30 JULY 2014**

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

SUBJECT: **REVENUE BUDGET MONITORING 2014/15**

1.00 PURPOSE OF REPORT

1.01 To provide members with the Revenue Budget monitoring 2014/15 report as at month 2.

2.00 BACKGROUND

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

3.00 CONSIDERATIONS

3.01 The revenue budget monitoring report as at month 2 is attached which is scheduled for Cabinet on 15 July 2014.

4.00 RECOMMENDATIONS

4.01 Members are asked to note the report.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in the report.

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 None

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 Appendix 1 – Revenue Budget Monitoring 2014/15 (Month 2) report.

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

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

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY, 15 JULY 2014**
REPORT BY: **CORPORATE FINANCE MANAGER**
SUBJECT: **REVENUE BUDGET MONITORING 2014/15**

1.00 **PURPOSE OF REPORT**

1.01 To provide Members with the first available revenue budget monitoring information for the Council Fund and Housing Revenue Account (HRA) for 2014/15.

2.00 **BACKGROUND**

2.01 The Council Fund budget and the HRA budget for 2014/5 were agreed by Council on 18 February 2014.

3.00 **CONSIDERATIONS**

3.01 As in previous years, during the early part of the 2014/15 financial year Corporate Finance resources have been dedicated to the closure of the accounts for 2013/14 to ensure that the statutory deadline for completion of the draft statement of accounts by the end of June is achieved. The draft Statement of Accounts is to be presented to the Audit Committee on 16 July and the 2013/14 revenue final outturn report is included on the agenda for this meeting.

3.02 Early reporting of the progress of the annual budget and a forecast for the remainder of the year is given a secondary priority until this key task is completed, although Service Managers and Corporate Finance continue to liaise with regard to any early changes in demand, particularly in known volatile service areas. In addition, in the first couple of months of a new financial year it is more difficult to rely on trends around service demand for forecasting purposes.

3.03 Due to the above, this first budget monitoring report of the year does not provide the level of detail which follows from month three onwards but does highlight any significant budget risks at this very early stage of the year.

2014/15 Emerging Issues and Risks

- 3.04 The following areas have been identified as potential areas of risk at this early point in the year.

Out of County Placements

- 3.05 Combined Out of County costs in Social Care and Health and Education and Youth are currently projected to show a negative variance against budget in the region of £0.227m. Out of County Placements are in their nature volatile areas to manage. They are demand led and costs are dependent on service user need, many of these placements are expensive given the severity of need. The numbers of these young people change throughout the year and any change can significantly affect projected expenditure.

- 3.06 Issues affecting the ability to obtain recoupment and grant income to offset costs for both Out of County and Inclusion services have reduced the pressure on this service in 2013/14, however we are not guaranteed the same level of income in 2014/15. Therefore this remains a risk.

Deprivation of Liberty Assessments (DoLS)

- 3.07 In Social Care and Health there is potential financial pressure in relation to the Deprivation of Liberty Assessments (DoLS) (£0.270m) as a result of a recent Supreme Court judgment where we are required to carry out DoLS assessments for a significant number of our current clients and new clients.

Professional Support (Leaving Care)

- 3.08 Also in Social Care and Health there is an existing pressure within Professional Support relating to Leaving Care (CYAST) mainly as a result of ongoing impacts of the Southwark case. The latest estimate of the level of overspend is £0.120m.

Single Status

- 3.09 As reported in the February report the 2014/15 budget assumed an implementation date of 1st April 2014 for Single Status. The actual implementation date of 1st June will result in some efficiencies not being able to be achieved for the first two months. The shortfall will be met from the Single Status/Equal Pay reserve which is consistent with the treatment in previous years.

Former Euticals Site

- 3.10 In 2013, the Council intervened, along with its strategic partners in relation to the former chemical plant in Sandycroft (Euticals Ltd). Expenditure in 2013/14 was £0.288m. No government financial assistance was made available to the Council, therefore it was agreed with Crown Estates to transfer the abandoned site to the Council at a nominal value so that the council could take either responsibility to

complete the clearance of the site and recoup most, or all of the costs from its eventual sale. Tenders are shortly to be invited for the full decommissioning, decontamination and clearance of the site (several functions have already been decommissioned in partnership with Natural Resources Wales) and the position will be reported upon in future monitoring reports. This is a highly specialised industry with few available qualified contractors. Once the full cost of site decommissioning is known through the receipt of tenders then the full cost of managing through to close this public health risk project will be known. Depending on the final cost the Council may need to re-approach Welsh Government for assistance.

Monitoring of Efficiencies

3.11 Corporate and Functional Efficiencies

The 2014/15 budgets include £8.8m from Corporate Value for Money (VFM) on Procurement and Back to Basics (£1.3m) and specific Functional VFM efficiencies (£7.5m). These are being monitored closely on a risk basis and current information indicates that there is one area flagged as red at this stage of the year which has a value of £0.070m (delegation of teaching assistant support to schools) because of delays in reaching an agreement with schools. Implementation is now likely to take place in April 2015.

3.12 Workforce Efficiencies

Workforce Efficiencies of £3.1m are included within the 2014/15 budget. A Voluntary Redundancy Programme commenced early in the year which invited invitations for employees to apply. As a result of this, efficiencies totalling approximately 40% of the target have been identified, to date in the first phase. Further work is now underway to consider and action the release of a number of deferred VR applications from the earlier programme, to develop proposals for the next phase of the Management Review and to run a further phase of the Voluntary Redundancy Programme.

3.13 The Month 3 report will include a detailed appendix on all efficiencies which will provide information on specific areas in relation to their full or partial achievement.

Housing Revenue Account

3.14 There are no significant variations identified at this stage within the Housing Revenue Account.

4.00 UNEARMARKED RESERVES

4.01 The final level of Council Fund Contingency Reserve brought forward into 2014/15 was £5.328m as detailed in the 2013/14 outturn report elsewhere on this agenda (subject to Audit).

- 4.02 As referred to in 5.02 of the outturn report, a provision for termination benefits relating to phase 1 of the Senior Management Review had to be made in 2013/14 in order to comply with IAS 19. As a budget provision has been made in 2014/15 for this, it will be repaid to the contingency reserve thus increasing it to £6.073m (subject to final figures being agreed).
- 4.03 When the 2014/15 budget was set it was estimated that an amount of £3.7m would be available as a contribution to the Investment Strategy.
- 4.04 As detailed in the Final Outturn report it is recommended that the use of the additional Contingency Reserve of £2.373m is held and considered for any additional in-year and future investment in change to support the MTFP.

5.00 RECOMMENDATIONS

- 5.01 Cabinet is recommended to note the report.

6.00 FINANCIAL IMPLICATIONS

- 6.01 As set out in the report.

7.00 ANTI POVERTY IMPACT

- 7.01 None directly as a result of this report.

8.00 ENVIRONMENTAL IMPACT

- 8.01 None directly as a result of this report.

9.00 EQUALITIES IMPACT

- 9.01 None directly as a result of this report.

10.00 PERSONNEL IMPLICATIONS

- 10.01 None directly as a result of this report.

11.00 CONSULTATION REQUIRED

- 11.01 None directly as a result of this report.

12.00 CONSULTATION UNDERTAKEN

- 12.01 None directly as a result of this report.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985

BACKGROUND DOCUMENTS

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

FLINTSHIRE COUNTY COUNCIL

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

DATE: **30TH JULY 2014**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **FORWARD WORK PROGRAMME**

1.00 **PURPOSE OF REPORT**

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

2.00 **BACKGROUND**

2.01 Items feed into a Committee's Forward Work Programme from a number of sources. Members can suggest topics for review by Overview & Scrutiny Committees, members of the public can suggest topics, items can be referred by the Cabinet for consultation purposes, or by County Council, or Chief Officers. Other possible items are identified from the Cabinet Work Programme and the Strategic Assessment of Risks & Challenges.

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

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

3.00 **CONSIDERATIONS**

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

4.00 RECOMMENDATIONS

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

4.02 As usual, authority is sought for the Chair, Vice-chair and member Engagement Manager to have discretion to alter the Forward work Programme between meetings, as circumstances require.

5.00 FINANCIAL IMPLICATIONS

None as a result of this report.

6.00 ANTI POVERTY IMPACT

None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

None as a result of this report.

8.00 EQUALITIES IMPACT

None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

None as a result of this report.

10.00 CONSULTATION REQUIRED

N/A

11.00 CONSULTATION UNDERTAKEN

Publication of this report constitutes consultation.

12.00 APPENDICES

Appendix 1 – Forward Work Programme

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

None.

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

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

DATE	SUBJECT	O&S FOCUS	REPORT FROM
Thursday 11 th September 2014 10.00	Revenue Budget Monitoring 2014/15 (Month 3)	Monitoring	Sue Ridings
	Workforce Information Q1	Monitoring	Andrew Adams
	Forward Work Programme	Approval and development	Robert Robins
Thursday 9 th October 2014 10.00	Q1 Performance reporting	Monitoring	Robert Robins
	Revenue Budget Monitoring 2014/15 (Month 4)		Sue Ridings
	Capital Programme Budget Monitoring (Month 4)		Andrew Elford
	Forward Work Programme	Approval and development	Robert Robins
Autumn date to be determined	People Strategy Implementation Workshop	Information	Helen Stappleton
Thursday 13 th November 2014 10.00	Q2 Performance Reporting	Monitoring	Robert Robins
	Revenue Budget Monitoring 2014/15 (Month 5)		Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins
Thursday 11 th December 2014 10.00	Revenue Budget Monitoring 2014/15 (Month 5)	Monitoring	Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins

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

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Thursday 15 th January 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 5) Forward Work Programme	Monitoring Approval and development	Sue Ridings Robert Robins
Thursday 12 th February 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 5) Forward Work Programme	Monitoring Approval and development	Sue Ridings Robert Robins
Thursday 12 th March 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 5) Forward Work Programme	Monitoring Approval and development	Sue Ridings Robert Robins
Thursday 16 th April 2015 10.00	Q3 Performance Reporting Revenue Budget Monitoring 2014/15 (Month 5) Forward Work Programme	Monitoring Approval and development	Robert Robins Sue Ridings Robert Robins
Thursday 14 th May 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 5) Forward Work Programme	Monitoring Approval and development	Sue Ridings Robert Robins
Thursday 11 th June 2015 10.00	Revenue Budget Monitoring 2014/15 (Month 5) Forward Work Programme	Monitoring Approval and development	Sue Ridings Robert Robins

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

Thursday 9 th July 2015 10.00	YE Performance Reporting	Monitoring	Robert Robins
	Revenue Budget Monitoring 2014/15 (Month 5)		Sue Ridings
	Forward Work Programme	Approval and development	Robert Robins

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