

Public Document Pack

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Chief Officer (Governance)
Prif Swyddog (Llywodraethu)



To: Cllr Clive Carver (Chairman)

CS/NG

Councillors: Marion Bateman, Peter Curtis,
Andy Dunbobbin, Robin Guest, Ron Hampson,
Richard Jones, Brian Lloyd, Richard Lloyd,
Vicky Perfect, David Roney, Ian Smith,
Nigel Steele-Mortimer, Carolyn Thomas and
Arnold Woolley

4 September 2015

Sharon Thomas 01352 702324
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Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 10TH SEPTEMBER, 2015** at **10.30 AM** to consider the following items.

Please note that the meeting will start at 10.30am, following a Member briefing session on iPads at 10am.

Yours faithfully

Democracy & Governance Manager

A G E N D A

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 3 - 12)
To confirm as a correct record the minutes of the meeting held on 13 July 2015 (copy enclosed).
- 4 **CORPORATE COMMUNITY SAFETY PLAN ANNUAL UPDATE REPORT**
(Pages 13 - 32)
Report of Chief Executive enclosed.

- 5 **LSB & STRATEGIC PARTNERSHIPS PERFORMANCE - END OF YEAR REPORT 2014/15** (Pages 33 - 50)
Report of Chief Executive enclosed.
- 6 **MEDIUM TERM FINANCIAL STRATEGY**
To receive a verbal update.
- 7 **REVENUE BUDGET MONITORING (MONTH 3)** (Pages 51 - 76)
Report of Corporate Finance Manager enclosed.
- 8 **QUARTER 1 – IMPROVEMENT PLAN MONITORING REPORT** (Pages 77 - 94)
Report of Member Engagement Manager enclosed.
- 9 **FUNCTIONS OF THE ELECTIONS TEAM AND INDIVIDUAL ELECTORAL REGISTRATION** (Pages 95 - 100)
Report of Chief Officer (Governance) and Chief Executive enclosed.
- 10 **FORWARD WORK PROGRAMME** (Pages 101 - 104)
Report of Member Engagement Manager enclosed.

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE **13 JULY 2015**

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Monday, 13 July 2015

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Marion Bateman, Peter Curtis, Andy Dunbobbin, Ron Hampson, Richard Jones, Brian Lloyd, Vicky Perfect, David Roney, Nigel Steele-Mortimer, Carolyn Thomas and Arnold Woolley

SUBSTITUTIONS:

Councillor Dave Cox for Ian Smith

APOLOGY:

Councillor Richard Lloyd

CONTRIBUTORS:

Leader of the Council & Cabinet Member for Finance, Chief Executive, Chief Officer (Governance), Corporate Finance Manager, Finance Manager, Human Resources Manager

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

17. DECLARATIONS OF INTEREST

No declarations of interest were made.

18. MINUTES

The minutes of the meeting of the Committee held on 11 June 2015 had been circulated to Members with the agenda.

Matters Arising

Councillor Richard Jones indicated that he had requested a list of contact numbers for officers, including mobile numbers, but that this had not yet been received. The Chairman stated that he had made a similar request recently and had been advised to contact the Head of Service by email to obtain the required information, which he had done, and the information had been sent to him. The Chief Executive indicated that a plan was in place to provide the details and that the information would be available in due course. However, he asked Members to advise his office if they were experiencing particular difficulties in contacting officers or teams. The Chairman commented on a problem he had experienced when trying to contact an officer using their direct dial number. Councillor Arnold Woolley also highlighted difficulties that he was aware of about contacting the Streetscene call centre.

RESOLVED:

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

19. MEDIUM TERM FINANCIAL STRATEGY

The Chief Executive introduced a report to present part one of the latest revision of the Medium Term Financial Strategy (MTFS) which set out the financial forecast for the Council for 2015-2018.

He commented on the recent Member Workshop on the Medium Term Financial Plan (MTFP). There was currently no indication of the amount of the Revenue Support Grant (RSG) that the Council would receive for 2016/17 and this, and the budget gap, would be considered as part 2 of the Strategy. The period of the Plan was for three years from 2015/16 to 2017/18 which would take the Council to the end of the first year of its new electoral cycle with the next local elections due in May 2017. The Chief Executive added that following the Welsh Government (WG) elections, it may be possible to consider a five year plan. It was anticipated that there would be a significant gap in funding for 2016/17 and at this stage, the Council did not have a set of options to close the gap. The Chief Executive commented on the amount of funding that had been allocated to the Health Service.

The Corporate Finance Manager advised that the projected 'gap' for 2015/16 to 2017/18 was £52.8m and reiterated the comment that there was uncertainty over the funding from WG. The figure of £52.8m was based on an assumption of 3.5% reduction in the RSG but a 1% difference on this could result in a shift of £2m. Expenditure consisted of national, local and workforce pressures along with inflation and income was received from the RSG and Council Tax. The Corporate Finance Manager commented on an additional workforce costs which were accumulating.

The Leader of the Council & Cabinet Member for Finance said that the magnitude of the cuts that the Council faced was significant. It was important that Members had an understanding of the impact of 30% cuts in each department which could increase depending on the level of ring-fenced funding for Education and Social Care. He expressed significant concern that the Council would not be able to provide a balanced budget without undertaking extremely difficult and unprecedented reductions in services. It was also anticipated that the RSG settlement figure would not be known as early as it had in previous years. If the details were not known until early February 2016 as had been suggested, this would create significant difficulties in terms of the timeline for setting the budget.

Councillor Ron Hampson asked about the Council's assets and whether the best price was being achieved. The Chief Executive indicated that the Council had an Asset Strategy and that some assets were being retained as they generated an income for the Council. He reminded Members that a capital receipt from the sale of an asset could only be received once

and that capital receipts were used to co-fund the capital programme and not annual revenue expenditure.

Councillor Richard Jones felt that the details contained in the strategy was a predictive forecast and that the recommendation should therefore be amended to receive and note part one of the Strategy rather than receive and adopt it.

In welcoming the document, Councillor Carolyn Thomas referred to the Independent Living Fund (ILF) pressure of £0.338m for 2015/16 reported on page 22. She sought clarification of the amount of the Minimum Wage and asked whether the recent budget statement by the Chancellor to pay a Living Wage of £7.20 per hour would have an impact on the pay bill for the Authority. Councillor Thomas referred to discussions that would need to be undertaken on budget cuts and said that it was important that Town & Community Councils were aware of the overall picture for their area to allow comparison of services that were at risk to rank the services in order of importance. She suggested that the public needed to be kept informed of the difficult decisions that the Council faced. Councillor Thomas also commented on the importance of making the best decisions on the sale of assets. In response, the Chief Executive said that the Council currently paid above the rate of the Minimum Wage and that the Flintshire's lowest hourly pay rate of £7.189 was close to the rate of the Living Wage. In his speech, the Chancellor had indicated that he expected the Public Sector to pay the Living Wage but it was not known if this would be a requirement for Local Government. The proposal by the Chancellor would not impact the Council in the forthcoming few years but by 2020 when it was suggested that the Living Wage should be £9.20, this would create a significant pressure on the wage bill. On the issue of the ILF pressure, the Corporate Finance Manager advised that this had now been identified as an underspend due to funding received from National Government.

Councillor Arnold Woolley spoke of alternative delivery models and commented on a reported increase in the workforce and raised concern that the Council seemed to be 'downsize mode' and would continue to lose staff. Councillor Woolley also disagreed with the details reported for inflation. The Chief Executive confirmed that the workforce was reducing, and explained that the figures used for inflation were obtained from reputable sources.

In referring to an emerging pressure for software maintenance for Information Technology, Councillor Andy Dunbobbin queried whether an update could be provided on the cost of the pressure. The Chief Executive responded that the figure was still to be confirmed.

Following a comment from Councillor Ron Hampson about a nationally set workforce pay award, the Chief Executive advised that pay awards were previously funded nationally but any future increases would need to be funded by the Council and would therefore create a budget pressure.

A discussion ensued on whether the recommendation should remain unchanged or whether it should be amended to receiving and noting the report. On being put to the vote, it was agreed to receive and note the report.

The Chief Executive advised that another Member workshop on the MTFs would take place in the near future. Councillor Woolley spoke of the need to consider the effects of the difficult decisions that the Council would have to face in the future because of cuts in funding.

RESOLVED:

That the report be received and noted.

20. REVENUE BUDGET MONITORING 2015/16

The Finance Manager introduced a report to provide members with the Revenue Budget Monitoring 2015/16 (Month 2) information for the Council Fund and Housing Revenue account (HRA) which was being submitted to Cabinet on 14 July 2015.

As in previous years, during the early part of the 2015/16 financial year Corporate Finance resources had been dedicated to the closure of the accounts for 2014/15 to ensure that the statutory deadline for completion of the draft Statement of Accounts by the end of June was achieved. The draft Statement of Accounts was to be presented to Audit Committee on 15 July 2015. The Finance Manager explained that the 2015/16 budget included £12.874m of efficiencies relating to Business Planning and Corporate Financing efficiencies across Portfolios. Programme Boards had been established for each Portfolio which were attended by both Officers and Members, with the remit of tracking efficiencies and highlighting risks and mitigating actions in relation to the achievement of the 2015/16 efficiencies. Paragraphs 3.06 to 3.22 highlighted the risks identified through the work on efficiencies and budget forecasting. There was a projected underspend of £0.300m against a new pressure of £0.338m in respect of the transfer of the responsibility for the former Independent Living Fund from UK Government to devolved administrations and because of a delay in the increase in planning fees by Welsh Government which will not now take place until 1 October 2015. The Finance Manager commented on fluctuating recycle sale values and the volatility in demand for Out of County Placements which could not be predicted with any certainty. The final level of Council Fund Contingency Reserve brought forward into 2015/16 was £4.745m subject to Audit. There were no significant variances identified at this stage within the Housing Revenue Account (HRA).

In response to a query from Councillor Ron Hampson about Out of County Placements, the Chief Executive indicated that the area would continue to be monitored but added that as the service was demand led, costs on the service could not be predicted.

Councillor Arnold Woolley referred to the issue of recycling and said that pressures on the service had been mitigated by an increase in the recycling rates to 58% and the work undertaken by Streetscene, which he felt should be commended. He suggested that this could have a positive effect on the pressure. The Chief Executive explained that some of the markets for the sale of recyclables had variable performance.

Councillor Nigel Steele-Mortimer raised concern that the efficiency of £0.203m for funding for Voluntary Sector Organisations would not be achieved as the payments were in the control of the Council. In response, the Corporate Finance Manager said that there had been an error in the 2015/16 budget as the figure should have been for a period of three years not for one year.

On the projected overspend of £0.170m for Children's Services (Family Placement), Councillor Andy Dunbobbin felt that this figure would increase due to the cuts to benefits such as Tax Credits. The Chief Executive said that the service had been under significant pressure due to the number of referrals and added that the full outcome of the Care and Social Services Inspectorate Wales (CSSIW) report was still awaited.

Councillor Marion Bateman sought clarification on the projected shortfall in income of £0.150m from the gas engines at Brookhill and Standard Landfill Sites due to issues with the electrical equipment. It was agreed that the Corporate Finance Manager would provide a written response. The Chief Executive said that a plan for more efficient machinery had been agreed.

RESOLVED:

That the report be received and noted.

21. REVENUE AND CAPITAL BUDGET MONITORING 2014/15 (OUTTURN)

The Finance Manager introduced a report to provide Members with the Revenue Budget Monitoring 2014/15 and Capital Programme 2014/15 reports as at Outturn.

Revenue Budget Monitoring 2014/15

The final position in relation to revenue was that net in-year expenditure was £1.804m lower than budget. The report included a brief overview of the year and included details of the significant work that needed to be undertaken to rebase the staffing budgets following the implementation of the Single Status agreement in June 2014. On Corporate and Functional Efficiencies, the Finance Manager explained that £7.675m (87%), of the £8.840m of specific efficiencies that had been budgeted for, had been achieved and this had resulted in a net underachievement of £1.165m. The full analysis was provided in appendix 3. Section 4 explained that the carry forward requests for 2015/16 that were identified in the month 12 report had all been approved and this report included two additional carry forward

requests for Community & Enterprise. Details of the provisions for inflation and non-standard inflation were provided in Section 5 and Unearmarked reserves at 31 March 2015 was £4.745m; full details were provided in appendix 4. On the Housing Revenue Account, the outturn position reported an overall underspend of £0.345m and a closing balance of £1.510m which at 5% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

Capital Programme 2014/15 (Outturn)

The Corporate Finance Manager introduced a report to provide Members with the Capital Programme Outturn information for 2014/15. The table in the report set out how the programme had changed during 2014/15 and detailed cumulative information relating to each programme area was provided in appendix A. Changes during the programme had resulted in a net increase in the programme total of £1.1865m (Council Fund (CF) £1.790m, Housing Revenue Account (HRA) £0.075m). Outturn expenditure across the whole of the programme was £40.372m and it was reported that 92.90% of the budget had been spent (CF 91.68% and HRA 95.90%). The Corporate Finance Manager explained that during the quarter, further rollover of £3.087m had been identified and would result in a total of £5.449m rollover into 2015/16 if the request was approved.

Section 3.07 provided details on how the capital programme was to be financed through a combination of general and specific financing routes and also detailed the final position in relation to capital receipts.

In relation to capital receipts, the table in 3.07.3 showed that the shortfall brought forward of £1.578m had now moved into a surplus position of £1.322m which in effect was due to the sale of 2 large assets at the very end of March 2015 which it had been assumed would be completed in 2015/16 and that this surplus amount of £1.322m was in addition to the unallocated amount of £0.333m approved in the budget which meant that there was £1.655m of capital funding available to fund the ongoing demands of the capital programme from 2015/16. One such call on these resources would be some of the capital implications arising from Portfolio Business Plans aimed at improving services and achieving efficiencies.

RESOLVED:

That the report be received and noted.

22. MANAGEMENT OF THE WORKFORCE CHANGE PROGRAMME

The Chief Executive introduced a report to present the internal self-assessment of the Council's performance in managing the first major programme of workforce reduction against the recommendations of the Wales Audit Office (WAO) in its recent national study of public sector practice and performance.

He detailed the background to the report and explained that the WAO had undertaken a study of how well Councils had managed the practice of people leaving public sector employers through redundancy programmes. The Chief Executive highlighted recommendation R1 where it was suggested that Flintshire County Council's policy and practice be recommended to the WAO as an exemplar. An independent officer panel with Trade Unions had been established and the process of dealing with Voluntary Redundancy applications had been effective. The summary report included details of early departures from employment by sector which highlighted that the lowest spend (£18,786) on voluntary exits was within Local Government and National Park Authorities for 4.6% of the workforce and the figure for Welsh Government was the highest (£49,983) for 15.3% of the workforce.

In response to a query from Councillor Richard Jones about enhancement packages offered as part of voluntary redundancy schemes, the Chief Executive explained that some organisations offered enhancements such as 'added years' but this did not form part of the package offered by Flintshire County Council. Any enhancements offered would increase the costs of the packages and the Chief Executive indicated that this could be part of the reason for the relatively higher costs paid within the NHS and civil service.

RESOLVED:

- (a) That the Committee is assured of local policy and practice and its effectiveness in managing such a complex change programme; and
- (b) That the Committee supports the recommendation of Flintshire policy and practice as an exemplar to the Wales Audit Office

23. FORWARD WORK PROGRAMME

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

The reports which were to be considered at the meeting scheduled for 10 September 2015 were listed in the Forward Work Programme. The Police & Crime Commissioner was due to attend the meeting on 8 October 2015 to discuss the Crime & Policing Plan for 2016/17 and would also attend the County Council meeting scheduled for 23 July 2015. The Member Engagement Manager also highlighted the reports that were to be considered at that meeting. Members were reminded of the Forward Work Programme workshop that had been scheduled for 22 July 2015.

In referring to the Medium Term Financial Plan, the Chief Executive advised that a Member workshop was due to be held on 30 July 2015 and added that update reports on the Plan would be considered by this Committee at future meetings.

RESOLVED:

- (a) That the Forward Work Programme as submitted be approved with the Medium Term Financial Plan being added as a monthly item; and
- (b) That the Member Engagement Manager, in consultation with the Chair, Vice-Chair and officers, be authorised to vary the work programme between meetings.

24. LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985 – TO CONSIDER THE EXCLUSION OF THE PRESS AND PUBLIC

RESOLVED:

That the press and public be excluded for the remainder of the meeting for the following items by virtue of exempt information under paragraph 15 of Part 4 of Schedule 12A of the Local Government Act 1972 (as amended).

25. SINGLE STATUS CLOSURE REPORT

The Chief Executive presented the closure report on the Single Status project.

The Chief Officer (Governance) provided details on the progress of the Equal Pay claims and the Human Resources Manager commented on the completion of the COT3 agreements.

RESOLVED:

That the Committee endorses the approach which has been taken to closing the Single Status project and accepts the recommendations in the report.

26. RESTRUCTURE OF ICT SERVICE

The Chief Officer (Governance) introduced a report on the streamlined establishment structure for the Information and Communication Technology (ICT) service

Councillor Carolyn Thomas sought clarification on the infrastructure for Education Information Technology and Councillor Richard Jones asked about Service Level Agreements between schools and the ICT service. A detailed response on both issues was provided by the Chief Officer (Governance).

RESOLVED:

That the Committee endorses Cabinet's approval of the streamlined structure for ICT.

27. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the public in attendance.

(The meeting started at 9.30am and ended at 11.01am)

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Chairman

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 10 SEPTEMBER 2015**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **CORPORATE COMMUNITY SAFETY PLAN ANNUAL UPDATE REPORT**

1.00 PURPOSE OF REPORT

1.01 To provide Members with an overview of the Community Safety Partnership's activities and progress in 2014/5.

2.00 BACKGROUND

2.01 The Flintshire Community Safety Partnership is required to formally report to this committee on an annual basis to provide an overview of activities undertaken over the previous twelve months. This ensures that the Partnership meets its obligations under sections 19 and 20 of the Police & Criminal Justice Act 2006. The legislation came into effect in Wales on 1 October 2009 through the Crime & Disorder (Overview & Scrutiny) Regulations 2009.

2.02 Flintshire County Council has a statutory duty under the Crime and Disorder Act 1998, and the subsequent amendments by the Police and Justice Act 2006, to work in partnership with the police, health service, probation and fire service to address the local community safety agenda. Collectively they make up the Community Safety Partnership.

2.03 There has been a partnership in existence in Flintshire since 1999. To support the Partnership, the county is served by a core team of local authority and police officers who tackle areas such as domestic abuse, substance misuse and anti-social behaviour, along with the Neighbourhood Wardens.

2.04 In recent years the drive to rationalise the work of partnerships has been the catalyst for significant changes in the Flintshire Community Safety Partnership's governance structure. In April 2013 the Partnership merged with the Local Service Board. This has had minimal impact on the operational delivery structure; however at a strategic level it has meant a greater consistency of approach. The statutory duties of the Community Safety Partnership continue to be fulfilled.

2.05 Over the past few years' significant progress has also been made in the way community safety partnerships across the region have worked

together. The establishment of the North Wales Safer Communities Board in July 2012 has been the most significant development. This Board represents a partnership between all the statutory authorities across the region (as defined by the Crime and Disorder Act 1998), along with the voluntary sector. The overall aim of the Board is to introduce greater consistency in this area of work, whilst allowing opportunities to share expertise and work more effectively and efficiently.

3.00 CONSIDERATIONS

3.01 The Flintshire Community Safety Partnership has adopted the Safer Communities Board Plan for 2014/7, which became operational in April 2014, and was further reviewed in June 2015.

3.02 The purpose of the Plan is to outline how the Safer Communities Board (SCB) intends to focus its work, working in partnership to prevent and tackle crime and disorder. It outlines how the SCB have decided on its areas of work, and summarises the main priorities and outcomes. It also outlines how it will monitor and measure progress.

3.03 The Plan reflects the recommendations contained within the regional Strategic Assessment, and also takes into account the Police and Crime Plan and the findings of the Substance Misuse Needs Assessment.

3.04 Whilst the SCB are focusing at a regional level on issues and problems that are common throughout the North Wales, such as mental health, reoffending, hidden crimes and technology enabled crimes (as identified in the Strategic Assessment), the Board is asking local community safety partnerships to focus on:

i. Reducing crime and disorder, through focussing on:

- Victim based crime
- Anti-social behaviour
- Supporting vulnerable people to prevent them becoming victims of crime
- Repeat incidents of victim based crime and ASB for victims and perpetrators
- Working with MARAC to manage the levels of repeat victims of Domestic Abuse
- Dealing effectively with high risk cases of Domestic Abuse and Sexual Violence
- Increase the confidence in reporting Domestic Abuse and Sexual Violence
- Increase awareness amongst young people of sexual violence

ii. Combat substance misuse in the area, with focus on:

- Substance misuse
- Alcohol misuse

iii. Reducing reoffending

The agencies represented on the SCB have undertaken to take forward these priorities within their localities, and report on progress at regular intervals. It has been agreed that the Flintshire People are Safe Board adopts these priorities, and reports to both the LSB and SCB at regular intervals on progress or challenges.

3.05 The Flintshire Community Safety Partnership's annual report accompanies this report as a supporting document.

4.00 RECOMMENDATIONS

4.01 The Committee recognises the strong regional and local alignment of priorities, and is assured of the planning and achievement by the local Community Safety Partnership.

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 None as a result of this report.

11.00 CONSULTATION UNDERTAKEN

11.01 None as a result of this report.

12.00 APPENDICES

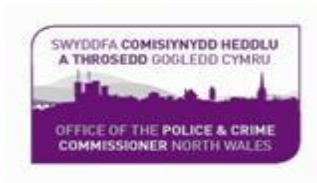
- 12.01 North Wales Community Safety Plan - 2014/7 (June 2015 version)
- 12.02 Community Safety Annual Report - 2014/5

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

None.

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North Wales Safer Communities Board Plan 2014-17



Gwasanaeth Tân ac Achub
Fire and Rescue Service



Reviewed June 2015

North Wales Safer Communities Board Plan 2014-2017

Foreword

The aim of the North Wales Safer Communities Board is to **make North Wales a safe place**.

The role of the Safer Communities Board members is to work in partnership to achieve that aim.

In developing this plan, which is an annual refresh of the 2014-17 plan, we have worked alongside the Police and Crime Commissioner to ensure that the Police and Crime Commissioner's strategic outcomes of "security in the home" and "safety in public places" are both embedded within the plan.

Our plan has clear priorities which have been informed by a North Wales strategic assessment undertaken in November 2014 and the local community safety partnerships across the 6 counties of North Wales. It is vital that we maintain the links with local communities to enable us to understand and respond differently to crime and anti-social behaviour, which is often not confined to administrative boundaries. By learning from each other's experiences, identifying good practice and understanding what works and doesn't work we are better able to deliver successful outcomes and remove obstacles.



Cllr Hugh Jones JP
Chair, North Wales Safer Communities Board

North Wales Safer Communities Board Plan 2014-2017

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North Wales Safer Communities Board Plan 2014-2017

What is the North Wales Safer Communities Board?

The North Wales Safer Communities Board was established in July 2012 and our work is already influencing how the region's public organisations strategically tackle crime and disorder.

We are a partnership of senior leaders and elected members from North Wales' public organisations, established to tackle crime and disorder¹. The following organisations are represented:

- Anglesey County Council
- Betsi Cadwalader University Health Board
- Community Rehabilitation Company
- Conwy County Borough Council
- Cyngor Gwynedd
- Denbighshire County Council
- Flintshire County Council
- Medrwn Mon (on behalf of Welsh Council for Voluntary Action)
- National Probation Service
- North Wales Fire and Rescue Service
- North Wales Police
- Office of the Police and Crime Commissioner
- Welsh Government
- Wrexham County Borough Council

¹ As defined by the Crime and Disorder Act 1998

North Wales Safer Communities Board Plan 2014-2017

Introduction

This North Wales Safer Communities Board Plan outlines how we will focus our work over the next 12 months, by working in partnership to prevent and tackle crime and disorder. It sets out how the Board has prioritised its areas of work, and summarises the main outcomes, priorities, and indicators.

This is the delivery document for the Police and Crime Plan and sets out: (1) what the Board will do and; (2) what the Board expects local Community Safety Partnerships (CSPs) to focus on. These are all based on the need identified in the 'strategic assessment', which is the evidence base for the Police and Crime Plan. However it should be noted that the statutory responsibilities to discharge the relevant sections of the Crime and Disorder Act 1998 continue to sit with local CSPs.

Our shared values

1. Working together to keep people safe by enabling the best services we can
2. Working collectively to put our communities first
3. Supporting the most vulnerable in our communities
4. Seeking to minimise the effects of reducing resources on front line services
5. Developing new ways of working in partnership
6. Delivering on our promises

The Statutory Framework

Section 6 of the Crime and Disorder Act 1998 as amended by the Police Reform and Social Responsibility Act 2011, requires responsible authorities to work in partnership to implement strategies that:

- Reduce crime and disorder in the area
- Combat substance misuse in the area; and
- Reduce reoffending

In drawing up those strategies, responsible authorities are required by the 2011 Act to have regard to the police and crime objectives of the Police and Crime Commissioner for North Wales.

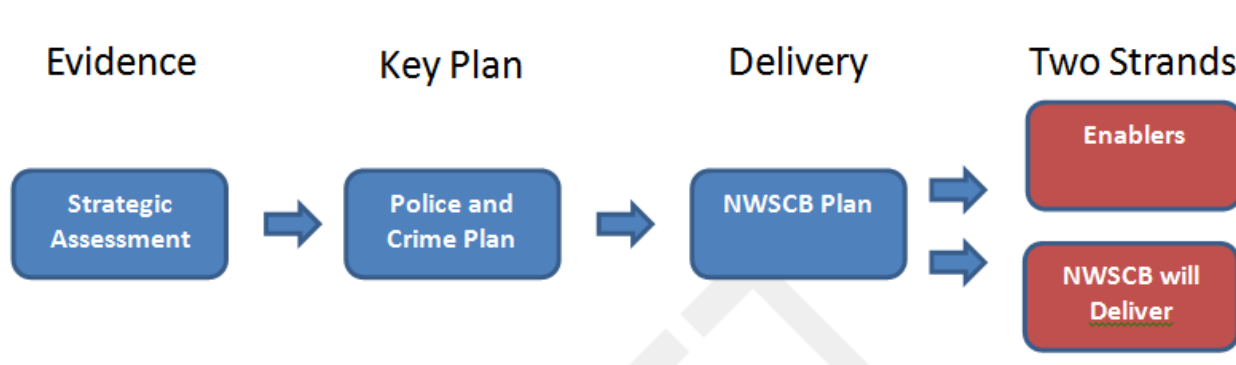
The Commissioner's Police and Crime objectives are:

- Prevent Crime
- Deliver an effective response
- Reduce harm and the risk of harm
- Build effective partnerships
- All of the areas of work in this plan are linked to these objectives.

North Wales Safer Communities Board Plan 2014-2017

What does the evidence tell us?

In working together we use evidence from a “strategic assessment” to provide a needs basis in order to determine where we should focus our finite resources. The same strategic assessment provides the evidential basis for the Police and Crime Plan.



The Strategic Assessment

The strategic assessment has identified four key themes for North Wales:

Drug and Alcohol Misuse - Addiction to illegal drugs drives many acquisitive crimes such as burglary, shoplifting and theft from vehicles. Alcohol is known to be a significant factor in many violent crimes, especially those that are domestic related, and in a large number of sexual crimes and anti-social behaviour.

Mental Health – Mental health problems can make individuals highly vulnerable to becoming a victim of crime. Understanding these issues and working together to support vulnerable people will be a priority for CSPs.

Technology Enabled Crime – Technology continues to play an increasing role in criminal activities and anti-social behaviour. Important issues for our communities may include cyber bullying, online sexual offending or cyber-attacks on businesses.

Hidden Crime – Many of the offences which carry the greatest risk of harm to the individual are those about which we know the least. Whether it is rape, domestic violence, child sexual exploitation (CSE) or modern slavery the detail behind many of these crimes is unknown. Rather than attempt to fill these gaps in isolation a coordinated cross-agency framework of information gathering is being implemented, delivering a more holistic assessment of threat, risk and harm.

North Wales Safer Communities Board Plan 2014-2017

The North Wales Safer Communities Board focus

1. Reduce crime and disorder in the area

Having regard to the PCC objectives 'Prevent crime' and 'Reduce harm and the risk of harm' and the strategic risks 'Mental health', 'Technology enabled crime' and 'Hidden crime'

- Counter terrorism
- Child Sexual Exploitation
- Domestic Abuse and Sexual Violence
- Anti-Social Behaviour
- Technology enabled crime
- Modern Slavery
- Supporting families
- Mental Health

2. Combat Substance misuse in the area

Having regard to the PCC objectives 'Reduce Harm and the Risk of Harm' and the Strategic Risk 'Drug and Alcohol Misuse'

- Drugs and Alcohol

3. Reduce Reoffending

Having regard to the PCC objective 'Prevent crime'

- Reduce Reoffending

4. Governance

Having regard to the PCC objectives 'Deliver an effective response' and 'Build effective partnerships'

- Strategic governance
- Analytical support requirements
- Data Sharing
- Community safety review
- Reporting mechanism

Framework	NWSCB Focus	Actions	Milestone	Success	Lead Officer
Reduce crime and disorder in the area	Counter Terrorism	<ul style="list-style-type: none"> Agree guidance on how the Counter Terrorism and Security Act 2015 will be delivered 	<ul style="list-style-type: none"> CONTEST Board and Channel Panels operating effectively 	<ul style="list-style-type: none"> Reduce the risk of a terrorist attack in the region 	Mark Polin
	Child Sexual Exploitation	<ul style="list-style-type: none"> Share intelligence amongst partners to understand the risks Convene a regional summit and agree an action plan 	<ul style="list-style-type: none"> Implementation of a prevention strategy monitored through NW Safeguarding Board 	<ul style="list-style-type: none"> Protection of young people from CSE To deter and breakup perpetrator networks 	Mark Polin
	Domestic Abuse and Sexual Violence	<ul style="list-style-type: none"> Development a multi-agency approach to domestic abuse Use local service user feedback to shape service delivery 	<ul style="list-style-type: none"> Use service user feedback to evaluate and review specialist services to improve outcomes for service users. 	<ul style="list-style-type: none"> Increase the confidence of victims to report domestic abuse and sexual violence High risk victims are protected, and feel protected 	Colin Everett
	Anti-Social Behaviour	<ul style="list-style-type: none"> Develop a coordinated approach to the new Police, Crime and Anti-Social Behaviour Act 2014 	<ul style="list-style-type: none"> NW SCB to agree a framework for local implementation 	<ul style="list-style-type: none"> Protect high risk victims of ASB Achieve a long term reduction in ASB 	Ken Finch
	Technology enabled crime	<ul style="list-style-type: none"> Guidance to safeguard against technology enabled crime is produced 	<ul style="list-style-type: none"> An increased awareness of technology enabled crime 	<ul style="list-style-type: none"> Protect the most vulnerable from cyber crime 	Mark Polin
	Modern Slavery	<ul style="list-style-type: none"> Develop a multi-agency approach to awareness raising, victim care, prevention and investigation 	<ul style="list-style-type: none"> Increased number of referrals are received by the relevant agencies 	<ul style="list-style-type: none"> Increased awareness of modern slavery Protection of high risk victims of modern slavery 	Gwen Carrington

Framework	NWSCB Focus	Actions	Milestone	Success	Lead Officer
	Supporting families	<ul style="list-style-type: none"> Identify and support vulnerable families who exhibit challenging behaviours 	<ul style="list-style-type: none"> Implement preventative action plan to support vulnerable families 	<ul style="list-style-type: none"> Reduction in demand on frontline services Reduction in crime and disorder rates 	Morwena Edwards
	Mental Health	<ul style="list-style-type: none"> Identify the vulnerabilities of those who suffer with mental health issues Partners commit to support mental health crisis care concordat (Wales) 	<ul style="list-style-type: none"> Actions agreed to mitigate identified risks for mental health service users Implementation of the mental health crisis care concordat (Wales) 	<ul style="list-style-type: none"> Protect and prevent mental health service users from crime and disorder 	Gwen Carrington
Combat Substance misuse in the area	Drugs and Alcohol	<ul style="list-style-type: none"> Support and hold to account and the APB to implement the WG substance misuse strategy 	<ul style="list-style-type: none"> Delivering on the APB's commissioning priorities 	<ul style="list-style-type: none"> Reduce the impact of substance misuse on our communities 	Andrew Jones
Reduce Reoffending	Reduce Reoffending	<ul style="list-style-type: none"> Minimise gaps in service provision for those at risk of offending 	<ul style="list-style-type: none"> Support the delivery of the All Wales Reducing Reoffending Strategy 	<ul style="list-style-type: none"> Reduction in re-offending rates 	Andy Jones
	Youth Justice	<ul style="list-style-type: none"> Improve collaborative working across the region 	<ul style="list-style-type: none"> Adopt regional YJ plan 	<ul style="list-style-type: none"> Reduction in young people entering the criminal justice system Prevent those in the criminal system from custodial sentencing For young offenders to have fulfilling life plans which help them avoid re-offending in the future 	Colin Everett
	Data Sharing	<ul style="list-style-type: none"> The NW SCB and each CSP will sign off a data sharing protocol 	<ul style="list-style-type: none"> Information is shared in a timely and appropriate way 	<ul style="list-style-type: none"> The work of the SCB is intelligence led 	Cllr Hugh Jones

Framework	NWSCB Focus	Actions	Milestone	Success	Lead Officer
	Analytical support requirements	<ul style="list-style-type: none"> Identify regional and local support needed, and establish associated funding costs 	<ul style="list-style-type: none"> Sufficient resources for needs assessments is in place 	<ul style="list-style-type: none"> The work of the SCB is intelligence led 	Mark Polin
	Community safety review	<ul style="list-style-type: none"> Review of NW Community Safety resource 	<ul style="list-style-type: none"> More efficient and more focussed regional, sub regional and local community safety activity 	<ul style="list-style-type: none"> Best use is made of resources and expertise 	Lee Robinson
	Reporting mechanism	<ul style="list-style-type: none"> NW SCB hold local CSPs to account 	<ul style="list-style-type: none"> Share good practice and expertise to improve performance 	<ul style="list-style-type: none"> Reduction in levels of crime and disorder 	Cllr Hugh Jones

The North Wales Community Safety Partnerships focus

Whilst the NW SCB is focusing at a regional level on mental health, hidden crimes and technology enabled crimes, the Board is asking local CSPs to focus on:

1. Reduce crime and disorder in the area

Having regard to the PCC objectives 'Prevent crime' and 'Reduce harm and the risk of harm'

- Reduce victim based crime
- Reduce ASB
- Support vulnerable people to prevent them becoming victims of crime
- Reduce repeat incidents of victim based crime and ASB for victims and perpetrators
- Work with MARAC to manage the levels of repeat victims of Domestic Abuse
- Deal effectively with high risk cases of Domestic Abuse and Sexual Violence
- Increase the confidence in reporting Domestic Abuse and Sexual Violence
- Increase awareness amongst young people of sexual violence

2. Combat substance misuse in the area

Having regard to the PCC objective 'Reduce harm and the risk of harm' and the strategic risk 'Drug and Alcohol Misuse'

- Reduce substance misuse
- Reduce drug and alcohol use

3. Reduce reoffending

None specified

Framework	CSP Focus	Top Level SCB Measure*
Reduce crime and disorder in the area	Reduce victim based crime	Level of victim based crime
	Reduce ASB	Level of anti-social behaviour
	Support vulnerable people to prevent them becoming victims of crime	Number of repeat victims of crime
	Reduce repeat incidents of victim based crime and ASB for victims and perpetrators	Number of repeat victims of ASB
	Work with MARAC to manage the levels of repeat victims of Domestic Abuse	Number of repeat victims of domestic abuse
	Deal effectively with high risk cases of Domestic Abuse and Sexual Violence	Level of high risk domestic abuse Level of high risk sexual violence
	Increase the confidence in reporting Domestic Abuse and Sexual Violence	Level of domestic abuse
	Increase awareness amongst young people of sexual violence	TBA Cats Paw related measure or a specific feedback measure from young people
Combat substance misuse in the area	Reduce substance misuse	TBA Measure relating to volume of substance misuse or a measure relating to successful completion of treatment
	Reduce drug and alcohol use	This is duplication, merge with reduce substance misuse and reword?

*Local measures to be developed as part of CSP action plans and linked to specific local actions

**LOCAL SERVICE BOARD
END OF YEAR REPORT 2014/15**



Strategic Partnership / LSB Priority Delivery Board
People are Safe

In 2014/15 we intended to:

Priority: People are Safe

In 2014/15 we intended to:

1. Sub priority: Domestic Abuse and Sexual Violence
 - People are more confident, and aware, to report domestic abuse and sexual violence offences
 - Young people are aware of the nature and implications of sexual violence, and where to access support
 - Deal effectively first time with high risk cases of domestic abuse through successful MARAC intervention
2. Sub priority: Acquisitive Crime
 - Identify locally emerging trends in relation to acquisitive crime and develop targeted and appropriate responses to those trends
 - Jointly address those who cause the greatest harm in our communities
3. Anti-Social Behaviour
 - Support high risk and repeat victims of anti-social behaviour
 - Providing appropriate interventions to locally identified anti-social behaviour problems in our communities
4. Substance Misuse
 - Improving availability and quality of education, prevention and treatment services and related support, with the emphasis on the relationship between alcohol, drugs and crime

Progress status	Progress RAG 	Outcome RAG 
What we did in 2014/15	<p><u>Sub priority 1: Domestic Abuse and Sexual Violence</u></p> <ul style="list-style-type: none"> ▪ Developed action plan for the promotion of the 'White Ribbon' campaign ▪ Convened monthly MARAC meetings ▪ On-going delivery of the 'Cat's Paw' productions in schools ▪ Regional working in respect of the 10,000 Safer Lives initiative ▪ Commenced a domestic homicide review <p><u>Sub priority 2 & 3: Acquisitive Crime & Anti-Social Behaviour</u></p> <ul style="list-style-type: none"> ▪ Multi-agency ASB Tasking meetings ▪ Multi-agency Crime Tasking meetings ▪ Implemented some of the requirements of the new anti-social behaviour legislation (Anti Social Behaviour, Crime 	

**LOCAL SERVICE BOARD
END OF YEAR REPORT 2014/15**

	<p>and Policing Act 2014)</p> <ul style="list-style-type: none"> ▪ Promoted 'Hate Crime Awareness Week' ▪ Formed a 'Community Tension Monitoring and Hate Crime Group' <p><u>Sub priority 4 : Substance Misuse</u></p> <ul style="list-style-type: none"> ▪ The Area Planning Board Team are working across North Wales to review the effectiveness of alcohol services, mapping work is being carried out within Flintshire for all alcohol services and what is currently provided by primary services through to residential services so that demand reduction can be addressed. ▪ Other than internal contracts held by FCC, all other services receiving funding through the Substance Misuse Action Plan Fund (SMAF) have been reviewed.
<p>What went well</p>	<p><u>Sub priority 1: Domestic Abuse and Sexual Violence</u></p> <ol style="list-style-type: none"> 1. The average repeat victimisation for the Flintshire MARAC stands at 23%, which exceeds the nationally set target of 28%. 2. Young people accessing the 'Cat's Paw' theatre productions in educational setting. 10 schools and 1 Pupil Referral Unit engaged in 2014/5 (the target set for this year was 6 schools). 3. Flintshire County Council became the first local authority in North Wales to receive 'White Ribbon' accreditation for the work undertaken to tackle domestic abuse <p><u>Sub priority 2 & 3: Acquisitive Crime & Anti-Social Behaviour</u></p> <ol style="list-style-type: none"> 1. Adopted multi-agency approach to tackling the rise in distraction burglaries. 2. Adopted multi-agency approach in terms of targeting the needs of specific minority groups within our communities. 3. Neighbourhood Wardens have visited the majority of sheltered schemes to provide advice and low level security equipment in respect of doorstep crime. 4. Multi-agency working group formed to consider the implications of the new Anti-Social Behaviour legislation. <p><u>Sub priority 4 : Substance Misuse</u></p>

**LOCAL SERVICE BOARD
END OF YEAR REPORT 2014/15**

	<p>1. Agreement of the priority areas which will form the foundation for the North Wales Commissioning Strategy. They are:</p> <ul style="list-style-type: none"> ▪ Improve how we work together ▪ Improve equity of service ▪ Promote a sustainable recovery journey ▪ Adopt an approach that considers the whole family ▪ Provide for the needs of children and young people ▪ Reduce the impact of substance misuse on communities <p>2. There has been a significant improvement in waiting times and cases closed for substance misuse services during 2014/5. The targets set by the Welsh Government for both these areas have been achieved.</p>
What did not go so well	No problems identified at present

Our evidence for this is:

(i) Achievement milestones

- Delivery of the work programme for the North Wales Safer Communities Board
- Partnership approach to consider the implications of the Anti Social Behaviour Act 2014
- Agreed timescales for conducting the Domestic Homicide Review, and commenced proceedings
- Undertaken self assessment of the People are Safe Board

(ii) Achievement measures

- Number of domestic violence incidents reported to North Wales Police
- Number of sexual offences reported to North Wales Police
- Well informed young people in relation to sexual violence (monitored via post intervention surveys)
- Number of cases referred more than once to MARAC
- Number of reported offences of acquisitive crime
- Number of offences committed by repeat offenders in relation to acquisitive crimes
- Number of repeat high risk victims of anti social behaviour
- Number of reported anti-social behaviour incidents
- Meeting the Welsh Government's Key Performance Indicator on substance misuse services

(iii) What we will do in 2015 onwards

**LOCAL SERVICE BOARD
END OF YEAR REPORT 2014/15**

The sub priorities of the People are Safe Board are in the process of being reviewed to reflect the requirements of the Strategic Assessment and North Wales Community Safety Plan. The Board has also undertaken a consultation exercise with members of the different delivery groups to review performance, and ensure the partnership continues to be 'fit for purpose'.

These changes will be formally reported to the LSB at its next meeting.

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 10 SEPTEMBER 2015**

REPORT BY: **CHIEF EXECUTIVE**

SUBJECT: **LSB & STRATEGIC PARTNERSHIPS PERFORMANCE - END OF YEAR REPORT 2014/15**

1.00 PURPOSE OF REPORT

- 1.01 To outline the status of each of the strategic partnerships.
- 1.02 To present the end of year assessments for the progress of the Local Service Board Priorities.

2.00 BACKGROUND

- 2.01 The Flintshire Local Service Board (LSB) under its Terms of Reference has five principal roles:
 - 1. Effective and trusting partnership relationships as a set of local leaders.
 - 2. Discharging the responsibilities of an LSB - this includes producing a meaningful and fit for purpose Community Strategy.
 - 3. Consistent and effective governance and performance of strategic partnerships.
 - 4. Identifying common issues as public bodies/employers.
 - 5. Promoting collaboration in the design and provision of local public services and to make best economic use of local partner's resources, such as people, money, assets and technology.
- 2.02 The LSB has published its Single Integrated Plan, focussing on four priorities and supported by the work of LSB related strategic partnerships.

3.00 CONSIDERATIONS

- 3.01 Flintshire's Local Service Board adopted four priorities in July 2012. These priorities are:

- Priority 1: Lead by example as employers and community leaders
- Priority 2: People are safe
- Priority 3: People enjoy good health, wellbeing and independence
- Priority 4: Organisational environmental practices

As previously reported all four priorities have detailed programme plans, governance and reporting arrangements, and integrate with the Council's Improvement Plan.

The Single Integrated Plan in effect brings together these commitments and activities into one plan.

The accompanying Appendix A provides an end of year assessment for these priorities.

- 3.02 A review of these priorities is currently being undertaken to ensure that they are still valid taking into account local, regional or national progress and change.

Consideration is being given as to how the LSB ensure that existing plans and needs assessments link into local and regional priority setting going forward.

Priority Leads have also been asked to consider whether work being undertaken through existing priorities should continue as an LSB priority for 2015/16 or whether they could be mainstreamed. There may be other areas of work that need to be given LSB priority.







- 3.03 A summary of the progress in 2014/15 against milestones, activities and confidence in achieving outcomes is shown below against the four priorities.

'Progress' shows achievement against scheduled activity and has been categorised as follows:

- RED: Limited Progress – delay in scheduled activity; not on track
- AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track
- GREEN: Good Progress – activities completed on schedule, on track

An assessment of our level of confidence in achieving the 'outcome(s)' has been categorised as: -

- RED: Low – lower level of confidence in the achievement of the outcome(s)
- AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s)
- GREEN: High – full confidence in the achievement of the outcome(s)

Single Integrated Plan Priorities	Progress	Outcome
1. Lead by example as employers and community leaders		
2. People are safe		
3. People enjoy good health, wellbeing and independence		

For Priority 4: Organisational environmental practices, the LSB have agreed that an annual report on carbon reduction would be presented only. With much work focusing on reviewing assets and joint teams, it was agreed that physical asset sharing could be included in this priority. This would provide the focus required as previously climate change was too broad as a priority.

The reports have been formatted to reflect the good practice adopted by the production of the Council's Annual Performance Report 2013/14 and have taken into account potential improvements raised by the Wales Audit Office such as providing a balanced view of performance during the year.

3.04 On 29th April 2015, the Well-being of Future Generations (Wales) Act 2015 became law in Wales.

The Act:

- identifies goals to improve the well-being of Wales;
- introduces national indicators, that will measure the difference being made to the well-being of Wales;
- establishes a Future Generations Commissioner for Wales to act as an advocate for future generations;
- puts local service boards and well-being plans on a statutory basis and simplifies requirements for integrated community planning.

On 7th September 2015 draft guidance will be published by Welsh Government in relation to the Act. It will include guidance on establishing a Public Services Board and associated duties including the requirements for the Assessment of Local Well-being and the Well-being Plan.

Each public body specified in the Act, has a duty to meet the requirements of the Act in its own right and, if they are a member of the Public Services Board (PSB) they must also deliver the requirements of the Act in the context of a local Well-being plan.

The intention is that Public Services Boards will be established by 1st April 2016. Members will receive a future report on our preparedness for the transition to a Public Service Board and the development of our Well-being Plan.

4.00 RECOMMENDATIONS

- 4.01 That Members are assured of the level of progress made during 2014/15 in the achievement of the Single Integrated Plan priorities.
- 4.02 That Members support the future requirements of the Well-being of Future Generations (Wales) Act 2015 and the preparation being undertaken.

5.00 FINANCIAL IMPLICATIONS

- 5.01 The Council's Medium Term Financial Plan is aligned to resource the Council's contribution to these partnership priorities.

6.00 ANTI POVERTY IMPACT

- 6.01 Welfare Reform is a sub priority of Priority 3: "People enjoy good health, wellbeing and independence".

7.00 ENVIRONMENTAL IMPACT

- 7.01 "Organisational environmental practices" is Priority 4 within the SIP.

8.00 EQUALITIES IMPACT

- 8.01 Equalities will be taken into consideration through any policy changes determined by the Plan and its implementation.

9.00 PERSONNEL IMPLICATIONS

- 9.01 Any personnel implications for the Council will be considered through any relevant changes determined by the Plan and its implementation.

10.00 CONSULTATION REQUIRED

- 10.01 No further consultation required.

11.00 CONSULTATION UNDERTAKEN

- 11.01 All Local Service Board partners and respective delivery boards and partnerships have contributed to the development of the end of year reports.

The end of year reports have also been reported to:

- Local Service Board on 21st May 2015.
- Cabinet on 6th June 2015.

12.00 APPENDICES

- 12.01 Appendix A: SIP Priority End of Year Performance Reports 2014/15.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

None.

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APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

PRIORITY 1

Strategic Partnership / LSB Priority Delivery Board
**Employment Skills and Jobs Board – formerly Apprenticeship,
 Entrepreneurship and Work Experience Board**

In 2014/15 we intended to:

<p>Priority: Lead by example as employers and community leaders.</p> <p>In 2014/15 we intended to:</p> <p>Sub priority areas:</p> <ol style="list-style-type: none"> 1. Protect and promote the well-being of our employees, volunteers & the community. 2. Support lifelong learning & employability of our employees & volunteers. 3. Improve the education, training & employment prospects for young people up to 25 years of age. 		
Progress status	Progress RAG 	Outcome RAG 
What we did in 2014/15	<p>In 2014/2015 delivery was focused on the third sub priority 'improve the education, training and employment prospects for young people up to 25 years of age' as follows:</p> <ul style="list-style-type: none"> • Work with the public, private and voluntary sectors to increase the number of apprenticeships, traineeships and work experience opportunities. • Communicate the range of apprenticeship and training programmes available. • Identify the skills gaps for an increased number of apprenticeship and alternative programmes and investment in training. • Continue to develop and increase the number and range of Communities First Job Club programmes. • Support the development of the Young Entrepreneur Programme with the Flintshire Business Entrepreneurship Network. • Implement skills development programmes in partnership with local employers. <p>One of the major challenges faced by the partnership was to quantify the impact of interventions.</p>	
What went well	<ul style="list-style-type: none"> • A mapping of provision took place which highlighted which training was available in Flintshire and where this was available. • The formal review of the Employment Skills and Jobs Board was completed and the findings presented to the Board. The aim of this review was to improve the relevance, significance and the performance of the Board in order to improve 	

APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

	<p>opportunities for the residents of Flintshire.</p> <p>The recommendations were two-fold:</p> <p>Split the Board between strategic and operational to ensure that topics are addressed with the appropriate level of attention from the best qualified organisational representatives. Previous combining strategic and operational issues blurred discussions.</p> <p>Once the split occurs, a Strategic Board should be in place. This would be complemented by a number of operational groups to address delivery issues.</p> <p>The main challenge remains staffing and delivering this review.</p> <ul style="list-style-type: none"> • The second year of the Flintshire elements of the National Youth Engagement and Progression Framework was completed locally and endorsed by Welsh government. A system of regular liaison meetings with them and are building up an excellent working relationship with the representative. <p>To deliver the Youth Engagement and Progression Framework, a member of staff has been seconded from Careers Wales to the inclusion team at Flintshire Council.</p> <p>A delivery network has been set up for the lead workers in Flintshire.</p> <ul style="list-style-type: none"> • Self-Employment continues to illustrate improvement for young people, particularly with the success for Dragons' Den. At a Dragons' Den Event in May we had more than 20 businesses that successfully received support from the Dragons' and they held an inspiring celebration event in June and November for achievement. • A WASPI (Welsh Accord for the Sharing of Personal Information) is agreed by partners and is awaiting sign off
<p>What did not go so well</p>	<p>The WASPI is taking a long time to be quality assured and by the end of the year was not "signed off".</p> <p>The length of time that the CAP is taking is preventing our promotion of awareness of programmes however this is something that Welsh government is working towards this year and is due to go "live" in the summer of 2015. This will improve access to Labour market intelligence greatly.</p>

Our evidence for this is:

APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

(i) Achievement milestones

- Provision mapping completed
- Partnership review undertaken
- Youth Engagement and Progression Framework
- WASPI in place
- Employers' Promise signed

(ii) Achievement measures

- The landmark milestone is a reduction in unemployment for those under the age of 25 and the target for next summer has already been surpassed. There is still lots of work to do to ensure that it does not creep back up again.

Achievement Measures	Baseline Data (Summer 2013)	2014/15 Target (Summer 2015)	Q1 Outturn February 2015 *
Reducing the percentage of 18 – 24 year olds claiming Jobseekers Allowance	5.7%	4.9%	3.3
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 6 months	1%	0.9%	0.5
Reducing the number of 18 – 24 year olds claiming Jobseekers Allowance for at least 12 months	0.8%	0.7%	0.4

(iii) What we will do in 2015 onwards



The next steps for the Board are:

- Implement the reviewed Board structure
- WASPI signed up to by all partners once this happens we become a “green” partnership with Welsh government
- Implementation of the Youth Engagement and Progression Framework
- Monitoring of the Employers' Promise framework

APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

PRIORITY 2
Strategic Partnership / LSB Priority Delivery Board
People are Safe

In 2014/15 we intended to:

<p>Priority: People are Safe</p> <p>In 2014/15 we intended to:</p> <p>1. Sub priority: Domestic Abuse and Sexual Violence</p> <ul style="list-style-type: none"> • People are more confident, and aware, to report domestic abuse and sexual violence offences • Young people are aware of the nature and implications of sexual violence, and where to access support • Deal effectively first time with high risk cases of domestic abuse through successful MARAC intervention <p>2. Sub priority: Acquisitive Crime</p> <ul style="list-style-type: none"> • Identify locally emerging trends in relation to acquisitive crime and develop targeted and appropriate responses to those trends • Jointly address those who cause the greatest harm in our communities <p>3. Anti-Social Behaviour</p> <ul style="list-style-type: none"> • Support high risk and repeat victims of anti-social behaviour • Providing appropriate interventions to locally identified anti-social behaviour problems in our communities <p>4. Substance Misuse</p> <ul style="list-style-type: none"> • Improving availability and quality of education, prevention and treatment services and related support, with the emphasis on the relationship between alcohol, drugs and crime 		
Progress status	Progress RAG 	Outcome RAG 
What we did in 2014/15	<p><u>Sub priority 1: Domestic Abuse and Sexual Violence</u></p> <ul style="list-style-type: none"> ▪ Developed action plan for the promotion of the 'White Ribbon' campaign ▪ Convened monthly MARAC meetings ▪ On-going delivery of the 'Cat's Paw' productions in schools ▪ Regional working in respect of the 10,000 Safer Lives initiative ▪ Commenced a domestic homicide review <p><u>Sub priority 2 & 3: Acquisitive Crime & Anti-Social Behaviour</u></p> <ul style="list-style-type: none"> ▪ Multi-agency ASB Tasking meetings ▪ Multi-agency Crime Tasking meetings ▪ Implemented some of the requirements of the new anti-social behaviour legislation (Anti-Social Behaviour, Crime and 	

APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

	<p>Policing Act 2014)</p> <ul style="list-style-type: none"> ▪ Promoted 'Hate Crime Awareness Week' ▪ Formed a 'Community Tension Monitoring and Hate Crime Group' <p><u>Sub priority 4 : Substance Misuse</u></p> <ul style="list-style-type: none"> ▪ The Area Planning Board Team are working across North Wales to review the effectiveness of alcohol services, mapping work is being carried out within Flintshire for all alcohol services and what is currently provided by primary services through to residential services so that demand reduction can be addressed. ▪ Other than internal contracts held by FCC, all other services receiving funding through the Substance Misuse Action Plan Fund (SMAF) have been reviewed.
<p>What went well</p>	<p><u>Sub priority 1: Domestic Abuse and Sexual Violence</u></p> <ol style="list-style-type: none"> 1. The average repeat victimisation for the Flintshire MARAC stands at 23%, which exceeds the nationally set target of 28%. 2. Young people accessing the 'Cat's Paw' theatre productions in educational setting. 10 schools and 1 Pupil Referral Unit engaged in 2014/5 (the target set for this year was 6 schools). 3. Flintshire County Council became the first local authority in North Wales to receive 'White Ribbon' accreditation for the work undertaken to tackle domestic abuse <p><u>Sub priority 2 & 3: Acquisitive Crime & Anti-Social Behaviour</u></p> <ol style="list-style-type: none"> 1. Adopted multi-agency approach to tackling the rise in distraction burglaries. 2. Adopted multi-agency approach in terms of targeting the needs of specific minority groups within our communities. 3. Neighbourhood Wardens have visited the majority of sheltered schemes to provide advice and low level security equipment in respect of doorstep crime. 4. Multi-agency working group formed to consider the Implications of the new Anti-Social Behaviour legislation. <p><u>Sub priority 4 : Substance Misuse</u></p> <ol style="list-style-type: none"> 1. Agreement of the priority areas which will form the foundation for the North Wales Commissioning Strategy. They are: <ul style="list-style-type: none"> ▪ Improve how we work together ▪ Improve equity of service ▪ Promote a sustainable recovery journey

APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

	<ul style="list-style-type: none"> ▪ Adopt an approach that considers the whole family ▪ Provide for the needs of children and young people ▪ Reduce the impact of substance misuse on communities <p>2. There has been a significant improvement in waiting times and cases closed for substance misuse services during 2014/5. The targets set by the Welsh Government for both these areas have been achieved.</p>
What did not go so well	No problems identified at present

Our evidence for this is:

(i) Achievement milestones

- Delivery of the work programme for the North Wales Safer Communities Board
- Partnership approach to consider the implications of the Anti-Social Behaviour Act 2014
- Agreed timescales for conducting the Domestic Homicide Review, and commenced proceedings
- Undertaken self-assessment of the People are Safe Board

(ii) Achievement measures

- Number of domestic violence incidents reported to North Wales Police
- Number of sexual offences reported to North Wales Police
- Well informed young people in relation to sexual violence (monitored via post intervention surveys)
- Number of cases referred more than once to MARAC
- Number of reported offences of acquisitive crime
- Number of offences committed by repeat offenders in relation to acquisitive crimes
- Number of repeat high risk victims of anti-social behaviour
- Number of reported anti-social behaviour incidents
- Meeting the Welsh Government's Key Performance Indicator on substance misuse services























(iii) What we will do in 2015 onwards

The sub priorities of the People are Safe Board are in the process of being reviewed to reflect the requirements of the Strategic Assessment and North Wales Community Safety Plan. The Board has also undertaken a consultation exercise with members of the different delivery groups to review performance, and ensure the partnership continues to be 'fit for purpose'.

These changes will be formally reported to the LSB at its next meeting.

APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

**PRIORITY 3
Strategic Partnership / LSB Priority Delivery Board
Health, Wellbeing and Independence Board**

Priority: People Enjoy Good Health, Wellbeing and Independence (Priority 3)		
In 2014/15 we intended to:		
	Progress	Outcome
Ensure that the commitments made within the regional and county level action plans to take forward the Statement of Intent are implemented.		
Support and provide leadership where necessary to ensure that the Intermediate Care Fund project delivers against the commitments made.		
Expansion of the Flying Start to provide service to an additional 198 children.		
With reference to the End of Strategy Report completed for both the Health, Social Care and Wellbeing Strategy (see above) and Children and Young Peoples Plan, Identify further or additional priority areas for action for this Board and/or advocate for consideration through other Single Plan priority delivery.		
Strengthen the performance management role of the HWIB.		
Open a Flying Start Centre at the Bryn Deva School Site in the autumn of 2014.		
Respond to recommendations within the report into Partnership Developments (see above).		
Identify an appropriate mechanism through which to take forward cross cutting health improvement actions that support health, wellbeing and independence.		
Place a greater emphasis on preventing homelessness.		
Continue to provide advice and support services to help people protect their income.		
Support the implementation of Universal Credit (UC) within the Shotton Jobcentre Plus area.		

What we did in 2014/15	<p>Developed and implemented a programme of work in response to the Intermediate Care Fund.</p> <p>Developed the Single Point of Access to become operational in April 2015.</p> <p>Remodelled services delivered from Orchard Way to provide a focus on progression for adults with a Learning Disability.</p> <p>Activities were completed in accordance with the Flying Start revenue and capital plans 2014-15.</p> <p>Tackling Poverty Partnership worked within its extended remit (increased</p>
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APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

	<p>partner agencies) to co-ordinate responses to the changes in social welfare benefit.</p> <p>Single Gateway (improving access to advice and support services) extended to incorporate shared learning and capacity across partner agencies.</p> <p>Support to Universal Credit claimants extended in Shotton and introduced across Flintshire.</p> <p>Provided specialist benefit and money advice to residents maximising income enabling households to meet their housing costs, lifting households out of poverty and boosting spending power within the local economy.</p> <p>The HWIB initiated a review of Priority 3 sub priorities and main work areas for consideration by the LSB in May 2015 (refer to separate Report).</p>
<p>What went well</p>	<p><u>Intermediate Care Fund Delivery</u> Through the year partners from the local authority, NHS and the Third Sector have continued to deliver a wide range of initiatives using the ICF grant from Welsh Government to develop more joined up intermediate care services. Funding has supported many people in ways that have avoided hospital admission and supported people to be as independent as possible after discharge from hospital. It has also supported people from moving into residential or nursing homes until they really need to.</p> <p>Working with our partners within tight timescales to get services up and running we have increased provision and tested new services finding that in many cases demand had exceeded anticipated referrals with many positive personal stories throughout.</p> <p><u>Single Point Of Access</u> Flintshire's SPOA became operational in April 2014. Based in Preswylfa, Mold the team currently comprises FCC First Access Team and a part time Third Sector Co-ordinator. The BCUHB Falls Co-ordinator is also located within the team to build skills and capacity relating to the prevention of falls.</p> <p><u>Social Care Accolade - Living Well</u> The Living Well service has been shortlisted for a Social Care Accolade. The service supports people with dementia to stay in their own homes rather than being admitted to residential and nursing care and for them to maintain their level of functioning in relation to daily living skills and independence.</p> <p>The service relies on multi-agency staff recognising and responding to early triggers and symptoms of dementia which require intervention. In addition, work has taken place to improve communication with GPs, community psychiatric nurses, occupational therapists and others, ensuring that non-essential hospital admission and long - term care is</p>

APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

	<p>avoided.</p> <p><u>SSIA – Reablement</u> A video has been made by the SSIA showing the work of the reablement team entitled “From Hospital to Home”. The video will be available to view online after the 7th May through the following link: http://www.ssiacymru.org.uk/8764</p> <p><u>Flying Start</u> Capital plan for Bryn Deva achieved.</p> <p>The Croft Nursery, Aston capital bid achieved with staff due to move in 2015.</p> <p>Sandycroft capital bid approved for commencement of work 2015-16.</p> <p>Health Visitor won national award in recognition of Flying Start service delivery, nominated by a family.</p> <p><u>Tackling Poverty Partnership</u> Extending the partnership remit to include ‘place’ ie. Housing and regeneration as a fundamental indicator of poverty.</p> <p>Key partners and board members on national bodies both representing what Flintshire is doing and also bringing back shared learning and intelligence.</p> <p>Single Gateway 6 month evaluation demonstrated success and further expansion.</p> <p>Development of a new housing solutions service model to assist the authority to fulfil its enhanced statutory homelessness prevention duties in a person centred manner and as cost effectively as possible during 2015/16.</p>
<p>What did not go so well</p>	<p>A lesson learned within Flying Start is that site visits prior to capital bids need to take place to facilitate the submission of one bid for each site, rather than having to any supplementary bids to ensure quality provision.</p> <p>Introduction of sufficient levels of suitable accommodation to remove the need to homeless households (especially those with children) to be temporarily housed, albeit in an emergency, within Bed and Breakfast accommodation.</p> <p>BCUHB is still in the process of confirming which staff resources will be part of the new Single Point of Access. BCUHB have not had an existing team unlike FCC as a starting point and the staff that do process and screen referrals also undertake other duties, making it difficult to release those members of staff. In addition, the pressures within the acute setting have delayed the process somewhat due to the shift in priorities for a period of time. This matter has been a focus for much discussion and there are a schedule of meetings taking place over the next couple of</p>

APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

	months to attempt to fully resolve this issue to ensure appropriate level of team resource within the SPOA Team.
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Our evidence for this is:

(i) Achievement milestones

- Single Point of Access became operational in April 2015.
- The Flying Start Service actual numbers of children under 4 on the Flying Start Health Visitor caseload as at 31 January 2015 was 1236. The predicted number of children under 4 who will be on the Flying Start Health Visitor caseload at 1 April 2015 will be 1407. All expansion requirements have been met as per the Flying Start Delivery Plan 2014-15.
- The Flying Start Centre was opened at Bryn Deva School Site. A ministerial visit was made by Lesley Griffiths, AM, minister for communities and tackling poverty during March 2015. Working in partnership with the school and Jigsaw Playgroup, the purpose built centre provides the full range of Flying Start services under one roof. This includes parenting programmes, health sessions, an early language group and crèche facilities.
- The new Flying Start Delivery Plan for 2015-16 has been approved by Welsh Government with expansion to Holywell West (48 children); Bagillt West (58 children) and Mancot (47 children). There will be a realignment of services and WG programmes (Flying Start and Families First within the Early Years and Family Support service), along with other funded and core services. Service provision will be extended to Midwifery services and a Speech and Language Therapist, along with synergising the LAP grant with the Flying Start Early Language Development entitlement. A new project finance support post will be recruited to develop robust financial management systems and controls.
- A capital bid to remodel Sandycroft Youth Centre on the Sandycroft County Primary School site, has been approved for 2015-16; in partnership with Sandycroft School and Youth Services.
- Introduction of the Universal Credit pilot in Shotton, in partnership with DWP in April 2014 followed by further extension of claimant entitlements in July and October. Additional UC services available at Flint and Mold from February 2015.

(ii) Achievement measures

- Between mid April 2014 and the end of March 2015 there were over 90 residential admissions which supported in the main a step down from either acute or community hospitals and have been for the following reasons:-
 - To free up a bed whilst a domiciliary package is waiting to start.
 - To allow the individual further time to recuperate and increase their independence prior to returning home.
 - To enable time to consider their discharge destination and enable decisions to be made in a more enlightened way.
- The average length of stay in the ICF bed was 14 days at a cost of £913.49. Had the person remained in hospital for this length of time the associated costs would have been £4802, based on a figure of £343 per day. The ICF project has the potential to save on average £3888.51 per person. The savings attributed to 90 admissions equate to £349,966, a saving to the health board.

APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

- Our Moving and Handling project (ICF Funded) has seen excellent results in a short period of time with 2 Occupational Therapists having dedicated time (a day a week) between January and March 2015; 24 assessments were offered with 17 being accepted.
- The Extending Specialist Care in the Community Project (ICF Funded) has engaged with and raised awareness of every aspect of Dementia Care in the dementia journey, involving the general public, carers, community services and care home providers, with people with dementia being at the centre throughout. Over 600 opportunities were provided for people to benefit from this project.
- Over 135 people have benefitted from ICF Funding allocated to the Alzheimer's Society, Flintshire Care and Repair, The British Red Cross and the Neurotherapy Centre to:
 - Complement reablement services to support people to live independently at home.
 - Support people with dementia, and their carers, which includes short term support to enable people to access universal services and prevent social isolation.
 - Help ensure people's homes are safe and secure as part of the hospital discharge process.
 - Run a scheme to help people who hoard to improve their home environment and reduce associated risks of falls and poor health.
- Support people with chronic neurological conditions to help them manage their condition:
 - Flying Start quarterly Capital reports provide information on progress, milestones and spend on the capital projects undertaken during 2014/15 (Bryn Deva and The Croft).
 - Flying Start Termly Revenue monitoring reports provide information on the four entitlements and meeting budgetary and planned milestones.
 - Prevention of homelessness – 85.17% (84.89% 2013/14).
 - Numbers of homeless households placed in Bed and Breakfast accommodation – 124 households (22.8 days average stay) (115 households in 2013/14).
 - Numbers accessing services through the Single Gateway – 2014/15 (numbers will be shared when available).
- Amount of monthly debt managed as a result of advice provided by the Money Advice Service – £1.2m during 2014/15.
- Number of Flintshire residents assisted by FCC to claim additional Social Security and Tax Credits – 1,522 residents (generated £3.1m additional income) (2013/14 – 1,600 residents supported; generated £2.8m additional income).

(iii) What we will do in 2015 onwards

The HWIB are currently revising its sub priorities and key areas for work for 2015-17, with proposals being submitted in a separate paper to the LSB at this meeting (May 2015) for consideration.

In addition to any proposals agreed by the LSB, partners will continue to:

- Meet the requirements of the Flying Start delivery plan for 2015-16.
- Help children, young people and families, in or at risk of poverty achieve their potential
- Provide advice and support services to help Flintshire residents protect their income

APPENDIX A: LOCAL SERVICE BOARD END OF YEAR REPORT 2014/15

- Support the implementation of Universal Credit (UC) within Flintshire
- Help residents to access funding support to improve the thermal efficiency of their homes
- Deliver energy efficiency measures to Council homes
- Develop the Single Point of Access to include a broader representation of staff from within the partnership.



CORPORATE RESOURCES & SCRUTINY COMMITTEE

Date of Meeting	10 September 2015
Report Subject	Revenue Budget Monitoring (Month 3)
Portfolio Holder	Leader of the Council and Lead Member for Finance
Report Authors	Corporate Finance Manager
Type of Report	Operational

EXECUTIVE SUMMARY

The purpose of this report is to provide Members with the Revenue Budget Monitoring 2015/16 (Month 3) report.

RECOMMENDATIONS

(1)	That the committee considers and comments on the Revenue Budget Monitoring (Month 3). Any specific matters for attention will be noted and reported verbally to the Cabinet when it considers the report.
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REPORT DETAILS

1.00	REPORT DETAILS
1.01	The Revenue Budget Monitoring 2015/16 (Month 3) report will be presented to Cabinet on 15 September 2015. A copy of the report is attached as Appendix A to this report.
2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix A; Revenue Budget Monitoring 2015/16 (Month 3).
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None.
4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2015/16 (Month 3).
5.00	APPENDICES
5.01	L:\CTAC\SHARED\Budget Monitoring\2015 16\Month 3\CROSC\Appendix A; Revenue Budget Monitoring (Month 3).pdf
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None required.
7.00	GLOSSARY OF TERMS
7.01	Budget – A statement expressing the Council’s policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.02	Revenue – A term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.



CABINET MEETING

Date of Meeting	15 September 2015
Report Subject	Revenue Budget Monitoring 2015/16 (Month 3)
Portfolio Holder	Leader of the Council and Lead Member for Finance
Report By	Corporate Finance Manager
Strategic / Operational	Operational

EXECUTIVE SUMMARY

This regular monthly report provides the latest revenue budget monitoring position for 2015/16 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 3, and projects forward to year-end.

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

Council Fund

- Net in year expenditure forecast to be £0.212m lower than budget
- Projected contingency reserve balance at 31 March 2016 of £4.958m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.070m higher than budget
- Projected closing balance as at 31 March 2016 of £1.168m

Recommendations	
(1)	Note the overall report and the projected Council Fund contingency sum as at 31 st March 2016.
(2)	To Approve the transfer from Social Services of £0.300m of budget for Independent Living Fund (ILF) to be held within Central and Corporate Finance as a one off in year efficiency.
(3)	Note the projected final level of balances on the Housing Revenue Account.
(4)	Approve an allocation of £0.210m from the Contingency Reserve for the costs of the speed limit review which is an improvement plan priority.

1.0	<u>REPORT DETAILS</u>																																																																											
1.01	<p><u>Council Fund Latest In Year Forecast</u></p> <p>The table below shows the projected position by portfolio.</p> <table border="1"> <thead> <tr> <th>TOTAL EXPENDITURE AND INCOME</th> <th>Original Budget</th> <th>Revised Budget</th> <th>Projected Outturn</th> <th>In-Year Over/ (Under) spend</th> </tr> <tr> <td></td> <th>£m</th> <th>£m</th> <th>£m</th> <th>£m</th> </tr> </thead> <tbody> <tr> <td>Social Services</td> <td>59.696</td> <td>59.969</td> <td>59.396</td> <td>(0.573)</td> </tr> <tr> <td>Community & Enterprise</td> <td>12.598</td> <td>12.706</td> <td>12.397</td> <td>(0.309)</td> </tr> <tr> <td>Streetscene & Transportation</td> <td>27.782</td> <td>27.770</td> <td>28.578</td> <td>0.808</td> </tr> <tr> <td>Planning & Environment</td> <td>4.887</td> <td>5.332</td> <td>5.502</td> <td>0.170</td> </tr> <tr> <td>Education & Youth</td> <td>13.760</td> <td>13.538</td> <td>13.563</td> <td>0.025</td> </tr> <tr> <td>Schools</td> <td>82.670</td> <td>83.172</td> <td>83.172</td> <td>0.000</td> </tr> <tr> <td>People & Resources</td> <td>4.595</td> <td>4.644</td> <td>4.680</td> <td>0.036</td> </tr> <tr> <td>Governance</td> <td>8.689</td> <td>8.728</td> <td>8.852</td> <td>0.124</td> </tr> <tr> <td>Organisational Change</td> <td>9.569</td> <td>9.676</td> <td>9.521</td> <td>(0.155)</td> </tr> <tr> <td>Chief Executive</td> <td>3.296</td> <td>3.195</td> <td>3.090</td> <td>(0.105)</td> </tr> <tr> <td>Central & Corporate Finance</td> <td>23.915</td> <td>22.727</td> <td>22.494</td> <td>(0.233)</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>Total</td> <td>251.457</td> <td>251.457</td> <td>251.245</td> <td>(0.212)</td> </tr> </tbody> </table>	TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	Projected Outturn	In-Year Over/ (Under) spend		£m	£m	£m	£m	Social Services	59.696	59.969	59.396	(0.573)	Community & Enterprise	12.598	12.706	12.397	(0.309)	Streetscene & Transportation	27.782	27.770	28.578	0.808	Planning & Environment	4.887	5.332	5.502	0.170	Education & Youth	13.760	13.538	13.563	0.025	Schools	82.670	83.172	83.172	0.000	People & Resources	4.595	4.644	4.680	0.036	Governance	8.689	8.728	8.852	0.124	Organisational Change	9.569	9.676	9.521	(0.155)	Chief Executive	3.296	3.195	3.090	(0.105)	Central & Corporate Finance	23.915	22.727	22.494	(0.233)						Total	251.457	251.457	251.245	(0.212)
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1.02	<p>The reasons for the projected variances occurring to date are summarised within appendix 1.</p> <p>Significant budget movements between original and revised budget</p>																																																																											
1.03	<p>Changes in the revised budget are due to accounting adjustments such as the transfer of budgeted allocations to fund the impact of pension increases to Portfolios from the actuarial valuation.</p> <p>Key issues</p>																																																																											
1.04	<p>Social Services</p> <p>There is a projected underspend within Social Care of £0.573m which is mainly due to the additional allocation included in the budget for Independent Living Fund (ILF) of £0.338m now met by grant from Welsh Government. As a result</p>																																																																											

	<p>of this, it is proposed that £0.300m of this allocation is held centrally as a one off in year efficiency with the potential for any permanent efficiency to be assessed, once confirmation has been received from Welsh Government.</p> <p>Programme of Efficiencies</p> <p>1.05 The 2015/16 budget contains £12.874m of specific efficiencies. These are being tracked through the programme boards.</p> <p>1.06 Appendix 2 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.</p> <p>1.07 This shows that it is currently projected that £10.876m (84%) will be achieved resulting in a net underachievement of £1.998m. The position will be continue to be monitored and reported throughout the monthly monitoring process.</p> <p>Inflation</p> <p>1.08 Included within the 2015/16 budget are provisions for pay (£1.304m), targeted price inflation (£0.421m), non-standard inflation (£0.102m) and income (£0.254m).</p> <p>1.09 For 2015/16 the amounts for non-standard inflation (NSI) include an allocation for food (£0.064m) and an allocation for Non Domestic Rates (£0.038m).</p> <p>1.10 There is also an amount of £0.240m remaining from 2014/15 which is currently also being held centrally. Areas subject to NSI increases will be monitored throughout the year and allocations made to portfolio areas only where a critical funding need is evidenced.</p> <p>Unearmarked Reserves</p> <p>1.11 The 2014/15 outturn reported to Cabinet on 14th July 2015 showed unearmarked reserves at 31 March 2015 (above the base level of £5.769m) of £4.745m (subject to Audit)</p> <p>1.12 Taking into account the current underspend at Month 3 the balance on the contingency reserve at 31st March 2015 is projected to be £4.958m.</p> <p>1.13 A report to Cabinet on 16 June approved expenditure of £0.210m for the costs of the Speed Limit Review (included within Highways Strategy). It is recommended that these costs are met from the Contingency Reserve</p> <p>Housing Revenue Account</p> <p>1.14 On 17 February 2015 the Council approved a Housing Revenue Account (HRA) budget for 2015/16 of £30.776m.</p> <p>1.15 The budget provided for a closing balance of £1.396m which at 4.5% of total expenditure, satisfies the prudent approach of ensuring a minimum level of 3%</p>
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1.16	The 2014/15 Outturn Report to Cabinet on 14 th July 2015 showed a closing balance at the end of 2014/15 of £1.510m (subject to Audit)
1.17	The Month 3 monitoring report for the HRA in projecting in year expenditure to be £0.070m higher than budget and a projected closing balance as at 31 March 2016 of £1.168m.

<u>2.00</u>	<u>RESOURCE IMPLICATIONS</u>
2.01	The Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations occurring to date.

<u>3.00</u>	<u>CONSULTATIONS REQUIRED / CARRIED OUT</u>
3.01	None required

<u>4.00</u>	<u>KEY RISKS AND MITIGATION</u>
4.01	<p>Recycling The recycling market (paper in particular) is going through a volatile period with fluctuating re-cycle sale values. This is likely to impact on 2015/16 recycling income levels for the Council. There is a risk of under achieving 2015/16 income targets (Range of potential risk £0.050m - £0.250m). Status: unstable/amber risk.</p>
4.02	<p>Waste services The interim Waste Treatment Contract is currently out to tender and subject to the value of the returned tender (Range of potential risk £0.050m - £0.500m). Status stable/amber risk.</p>
4.03	<p>Out of County Placements The risk is the volatility in demand and the impacts on service costs which cannot be predicted with any certainty. Therefore there is always a risk of significant variances occurring although this area will continue to be closely monitored. Status: unstable/amber risk.</p>

4.04	<p>Former Euticals Site</p> <p>Provision has been made in the 2014/15 accounts for the phase 1 and 2 decommissioning, decontamination and clearance of the former chemical site in Sandycroft. Monthly costs for ongoing security and maintenance of the site are in the region of £0.030m and will accumulate throughout the financial year until site disposal. Status: unstable/amber risk.</p>
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<u>5.00</u>	<u>APPENDICES</u>
5.01	<p><u>Appendices\Appendix 1.pdf</u> <u>Appendices\Appendix 2.pdf</u> <u>Appendices\Appendix 3.pdf</u> <u>Appendices\Appendix 4.pdf</u></p>

<u>6.00</u>	<p><u>SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972</u> List of Background Documents</p>
6.01	None required

<u>7.00</u>	<u>GLOSSARY OF TERMS</u>
7.01	Budget – A statement expressing the Council's policies and service levels in financial terms for a particular financial year. In its broadest sense it includes both the revenue budget and capital programme and any authorised amendments to them.
7.02	Council Fund – The fund to which all the Council's revenue expenditure is charged.
7.03	Financial Year – The period of twelve months commencing on 1 April.
7.04	Housing Revenue Account – The Housing Revenue Account (HRA) is a local authority account showing current income and expenditure on housing services related to its own housing stock. The account is separate from the Council Fund and trading accounts and is funded primarily from rents and government subsidy.
7.05	Projected Outturn – Projection of the expenditure to the end of the financial year, made on the basis of actual expenditure incurred to date.
7.06	Reserves – These are balances in hand that have accumulated over previous years and are held for defined (earmarked reserves) and general (general reserves) purposes. Councils are required to regularly review the

	level and purpose of their reserves and to take account of the advice of the Chief Finance Officer.
7.07	Revenue – A term used to describe the day-to-day costs of running Council services and income deriving from those services. It also includes charges for the repayment of debt, including interest, and may include direct financing of capital expenditure.
7.08	Underspend – When referring to expenditure the actual expenditure incurred is less than budget. Shown as a –ve. When referring to income the actual income achieved exceeds the budget. Shown as a –ve.
7.09	Variance – Difference between latest budget and actual income or expenditure. Can be to date if reflecting the current or most up to date position or projected, for example projected to the end of the month or financial year.
7.10	Virement – The transfer of budget provision from one budget head to another. Virement decisions apply to both revenue and capital expenditure heads, and between expenditure and income, and may include transfers from contingency provisions. Virements may not however be approved between capital and revenue budget heads.

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Social Services Locality Teams (Localities)	14.252	13.820	(0.432)	0.000	<p>Domiciliary Care There are some significant compensating variances in this area. The main area of pressure is Domiciliary Care, which is still being influenced by clients returning to the service following successful past reablement, the changing demographic profile, increased complexity and increasing numbers of people with dementia. The current level of projected overspend is £0.453m which has significantly reduced from the 2014/15 outturn position of £0.837m, which has been partly influenced by the cessation of one complex care package.</p> <p>Residential Care The projected overspend on Domiciliary care is being offset by a projected underspend of (£0.832m) on residential care, which includes, an underspend of (£0.260m) on payments to care home providers, an underspend of (£0.432m) due to an increase in the level of property related income, plus further increases in income above budget including (£0.122m) for free nursing. Other variances amount to a net (£0.018m).</p> <p>Professional Support A further area of underspend is professional support within the Localities teams. There is a total projected underspend of (£0.136m) of which (£0.137m) relates to Social Worker vacancies, and other minor variances amounting to £0.001m.</p> <p>Other Minor Adaptations is projecting an overspend of £0.100m due to an efficiency included in the budget relating to a means testing approach which is now considered to be unachievable. It is intended that this pressure is addressed by way of realignment of budget from another area. Other minor variances amount to a net (£0.017m).</p>	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Transition and Disability Services (Disability Services)	0.597	0.713	0.116	0.000	<p>The projected overspend is mainly due to the cost of the support arrangements provided by Penderrels in respect of direct payments. This accounts for £0.082m of the total projected overspend of £0.116m with other minor variances making up the remaining £0.034m.</p>	Keep under review.

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Resources & Regulated Services (Disability Services)	16.122	15.948	(0.174)	0.000	The main influence on this underspend is an additional budget allocation of £0.338m in respect of the former Independent Living Fund for which devolved administrations have taken over responsibility for from 1st July 2015. This fund was previously managed by UK Government. Additional funding was allocated as it had been anticipated that there would be a funding gap if funding had been allocated based on RSG distribution formula. The funding by way of the Welsh Independent Living Grant is now confirmed at a level which is sufficient to meet obligations to former ILF service users who are resident in Flintshire. Funding allocations for 2016/17 and beyond are still to be confirmed so it is proposed to return £0.300m of the £0.338m allocated to corporate reserves on a one-off basis. The remaining element is needed to fund the additional admin. capacity needed to manage the payments to service users and for obligations to fund employer liability insurance payments for service users who employ carers.	Recommend that £0.300m is retained as an in year Corporate efficiency in 2015/16 with confirmation of impact on future years still to be confirmed.
Vulnerable Adults and Disability Service (Disability Services)	2.271	2.056	(0.215)	0.000	This underspend is mainly due to a current over provision for transition placements, however there is an overdue need to realign some of this budget provision within other areas of the Learning Disabilities budget.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Administrative Support (Disability Services)	0.304	0.421	0.117	0.000	This overspend is mainly due to pressures on workforce costs, including use of agency staff.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.813	0.984	0.171	0.000	Increases in Residential and Domiciliary packages along side additional new package costs.	Keep under review.
Forensic Budget (Mental Health & Substance Misuse Service)	0.317	0.198	(0.119)	0.000	Reflects current care packages for 2015/16.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts.
Other Services for Adults variances (aggregate)	11.378	11.230	(0.148)	0.000	Various minor variances.	Continue to review but not expected to be recurrent.

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Business Services - Charging Policy Income	(1.673)	(1.924)	(0.251)	0.000	Impact of an increase by Welsh Government in the level of the maximum charge cap from £55 per week to £60 per week.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Training	0.047	0.178	0.131	0.000	The base budget for this service has reduced as a consequence of the combined impact of Single Status outcomes and EVRVR determinations. As a consequence the match funding element of the budget has fallen below the level required to meet the grant conditions for the Social Care Workforce Development Programme Grant (SCWDP). It will be necessary to realign the budget within Social Services to top up to the level required.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Other Development & Resources variances (aggregate)	2.417	2.444	0.027	0.000	Various minor variances.	Keep under review.
Family Placement (Children's Services)	2.227	2.421	0.194	0.000	The £0.194m overspend is a result of an increase in the number of foster care placements within the service. Part of this is also due to the increasing number of court orders for Residence and Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has been undertaken the outcome of which is being considered and will inform future planning and possible efficiencies.
Professional Support	4.997	5.128	0.131	0.000	Most of this pressure relates to workforce costs, including the need for additional Social Workers to deal with safeguarding issues and statutory responsibilities. Further influences include the need for additional budget allocations following Single Status appeals and maintenance.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Early Years	0.312	0.374	0.062	0.000	This pressure is due to a shortfall of income from the former NOVUS grant due to some of the expenditure claimed for being deemed to be ineligible. This grant ceased in 2014/15 and is therefore only a one-off pressure.	
Other Services for Children variances (aggregate)	5.588	5.405	(0.183)	0.000	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	59.969	59.396	(0.573)	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer & Housing Services	0.777	0.710	(0.067)	0.000	Additional in-year efficiency identified in respect of Homeless Accommodation (£0.094m). Expenditure in respect of SHARP procurement of £0.031m. Other minor efficiencies (£0.004m).	Continue to monitor and review.
Supporting People	0.095	0.109	0.014	0.000	Telecare income lower than anticipated by £0.061m. Community Centres efficiency of (£0.049m). Other minor variances of £0.002m.	Continue to monitor and review.
Regeneration	0.469	0.519	0.050	0.000	Estimated shortfall of £0.050m in markets due to continuing loss of income.	Continue to monitor and review.
Revenues & Benefits	10.655	10.394	(0.261)	0.000	Anticipated surplus on the Council Tax Collection Fund currently stands at £0.061m higher than initially estimated. Projected underspend on the budgeted provision for the Council Tax Reduction Scheme (£0.219m). Other minor variances of £0.019m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Customer Services	0.710	0.665	(0.045)	0.000	Underspend on the Flintshire Connects service provision of (£0.048m). Other minor variances of £0.003m.	Continue to monitor and review.
Total Community & Enterprise	12.706	12.397	(0.309)	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation Waste Disposal & Waste Collection	6.652	7.052	0.400	0.000	Reduced electricity sales from gas engines following equipment breakdown and fluctuating levels of gas extraction £0.150m. Further options are being considered and consultation undertaken in relation to the proposed closure of Hope recycling centre. In addition, changes to the later than expected introduction of new operating times at Connah's Quay and Flint sites will result in a total projected shortfall on the budgeted efficiency of £0.175m. Delayed implementation of delivery service for waste containers £0.050m and introduction of charge for second waste bin £0.025m.	Potential for investment to upgrade/install new extraction wells and new management arrangement in line with 15/16 efficiency proposals. Reported through Programme Board Efficiency Tracker - one off.
Ancillary Services & Performance - other Variances	0.988	1.023	0.035	0.000	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Transportation & Logistics - other Variances	12.813	12.838	0.025	0.000	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Highways Strategy	0.904	1.264	0.360	0.000	Speed Limit Review programme of works totalling £0.210m. Delay in the full externalisation of grass cutting service £0.050m. The implementation of the reduced cleansing standards is now anticipated to be 1st January 2016 which will result in an estimated shortfall in the efficiency of £0.100m.	Informal Cabinet (02/06/15) agreed to contribute £0.210m from the contingency reserve to fund these works. Reported through Programme Board Efficiency Tracker.
Highway Network - other Variances	6.413	6.401	(0.012)	0.000	Minor Variances.	Continue to review.
Total Streetscene & Transportation	27.770	28.578	0.808	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Planning & Environment Pest Control Dog Warden	0.043	0.059	0.016	0.000	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income commitment as appropriate.
Licensing	(0.008)	0.014	0.022	0.000	Potential Shortfall in the self financing position.	Monitor level of services provided and adjust income commitment as appropriate.
Community - Aggregate of other Variances	0.668	0.660	(0.008)	0.000	Minor Variances.	Continue to review.
Planning Control & Enforcement	(0.133)	0.005	0.138	0.000	Shortfall from Planning Application fees not increasing until October, 2015.	Planning Fee Income levels will be closely monitored.
Development - Aggregate of other Variances	0.133	0.125	(0.008)	0.000	Minor Variances.	Continue to review.
Portfolio Aggregate of other Variances	4.629	4.639	0.010	0.000	Minor Variances.	Continue to review.
Total Planning & Environment	5.332	5.502	0.170	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	0.869	0.881	0.012	0.000	Minor Variances.	Continue to review.
Secondary, 14-19 & Continuing Education	1.122	1.127	0.005	0.000	Minor Variances.	Continue to review.
Inclusion Services	8.667	8.657	(0.010)	0.000	Minor Variances.	Continue to review.
Access (School Planning & Provision)	0.508	0.534	0.026	0.000	This relates to the increase in demand for Free School Meals.	Continue to review.
21st Century Schools	0.489	0.489	0.000	0.000	No Variance.	Continue to review.
Youth Services	1.457	1.455	(0.002)	0.000	Minor Variances.	Continue to review.
Commissioning & Performance	0.234	0.234	0.000	0.000	No Variance.	Continue to review.
School Management & Information Team	0.192	0.186	(0.006)	0.000	Minor Variances.	Continue to review.
Total Education & Youth	13.538	13.563	0.025	0.000		
Schools						
Primary & Early Years Education	43.683	43.683	0.000	0.000	No Variance.	Continue to review.
Secondary, 14-19 & Continuing Education	35.605	35.605	0.000	0.000	No Variance.	Continue to review.
Inclusion Services	3.882	3.882	0.000	0.000	No Variance.	Continue to review.
Archive Services	0.002	0.002	0.000	0.000	No Variance.	Continue to review.
Total Schools	83.172	83.172	0.000	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
People & Resources						
HR&OD	2.243	2.316	0.073	0.000	A 2015/16 budget efficiency of £0.105m is being reported as not achievable. This is being partially offset by workforce underspends of (£0.032m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Corporate Finance	2.401	2.364	(0.037)	0.000	A 2015/16 budget efficiency is being reported as being partially achieved with a shortfall of £0.038m. This is being offset by temporary workforce underspends of (£0.75m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Total People & Resources	4.644	4.680	0.036	0.000		
Governance						
Legal Services	0.610	0.592	(0.018)	0.000	Minor Variances.	Underspend is not expected to be recurrent.
Democratic Services	1.911	2.021	0.110	0.000	The overspend is due to a delay in achieving an efficiency of £0.110m which was agreed within the 2014/15 budget.	The efficiency is expected to be achieved in full next year.
Internal Audit	0.425	0.422	(0.003)	0.000	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.138	0.158	0.020	0.000	Minor Variances.	Overspend is not expected to be recurrent.
Business Support	0.744	0.739	(0.005)	0.000	Minor Variances.	Underspend is not expected to be recurrent.
Records Management	0.174	0.194	0.020	0.000	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.726	4.726	0.000	0.000	No Variance.	Continue to review.
Total Governance	8.728	8.852	0.124	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.769	1.765	(0.004)	0.000	Minor Variances.	Continue to review.
Museums Service	0.064	0.064	0.000	0.000	No Variance.	Continue to review.
County Archives	0.257	0.256	(0.001)	0.000	Minor Variances.	Continue to review.
Leisure Services	3.970	3.979	0.009	0.000	£0.070m Deeside Ice rink income pressure offset by premises & supplies cost savings of (£0.063m). Other minor variances of £0.002m.	Continue to review.
Community Assets	0.061	0.061	0.000	0.000	No Variance.	Continue to review.
Valuation & Estates	(0.839)	(0.910)	(0.071)	0.000	Income from Newtech square over budget. Potential to give up £0.045m as an in year efficiency. Other minor variances contribute to the overall underspend.	Continue to review.
Property Design & Consultancy	2.720	2.657	(0.063)	0.000	Service charges from Mold Town Hall has resulted in an additional £0.033m income. Other minor variances contributing to the underspend.	Continue to review.
Engineering Services	0.000	0.000	0.000	0.000	No Variance.	Continue to review.
Facilities Services	1.674	1.649	(0.025)	0.000	Anticipated additional income above budget from the increased numbers in school meals will result in a reduced subsidy from FCC.	Continue to review.
Total Organisational Change	9.676	9.521	(0.155)	0.000		

MONTH 3 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 2 (£m)	Cause of Major Variance	Action Required
Chief Executives						
Chief Executives	3.195	3.090	(0.105)	0.000	The underspend is due to workforce savings of (£0.056m) and also a reduction in Core Funding Agreements of (£0.026m). The balance of (£0.023m) is due to minor variances.	The employee savings of £0.56m are expected to be in-year only.
Total Chief Executives	3.195	3.090	(0.105)	0.000		
Central & Corporate Finance						
Central & Corporate Finance	22.727	22.494	(0.233)	0.000	HRA Financing - The settlement amount changed after the budget was set. Based on all original assumptions this equates to a reduction in efficiencies of approximately £0.600m. Balance of unused Non Standard Inflation from previous year (£0.240m). Pension Actuarial Review (£0.912m) due to lower than anticipated costs of additional contributions. Estimated Workforce Efficiency, £0.150m considered unachievable in year. One off / time limited, Unbudgeted costs of £0.185m in relation to former Euticals Ltd - Sandycroft site. Other minor efficiencies of (£0.016m).	Review of CLIA will identify overall position for possible mitigation. Review as part of Medium Term Finance Strategy, Corporate Financing Options. Consider realignment options. Currently looking at other options. Keep under review.
Total Central & Corporate Finance	22.727	22.494	(0.233)	0.000		
TOTAL	251.457	251.245	(0.212)	0.000		

2015/16 Efficiencies Month 3 - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over
	2015/16 £(m)	2015/16 £(m)	Achievement 2015/16 £(m)
<u>People & Resources</u>			
Review of specialist finance functions to identify efficiencies in process	0.170	0.166	(0.004)
Ensure continuation of grant maximisation opportunities identified in 2014/15	0.100	0.066	(0.034)
Review of specialist human resources functions to identify efficiencies in process	0.105	0.000	(0.105)
Total People & Resources	0.375	0.232	(0.143)
<u>Central and Corporate Finance</u>			
Workforce efficiency proposal	0.300	0.150	(0.150)
Central Loans and Investment Review	1.830	1.230	(0.600)
Total Central & Corporate Finance	2.130	1.380	(0.750)
<u>Social Services</u>			
Rationalise the number of sites where In-House day care is provided	0.130	0.095	(0.035)
Develop means testing approach for minor adaptations	0.100	0.000	(0.100)
Review model/costs contracts for catering	0.050	0.000	(0.050)
Rationalise the number of sites where In-House short term care is provided	0.075	0.110	0.035
Review commissioning with Action for Children	0.075	0.015	(0.060)
Regional approach to advocacy	0.053	0.005	(0.048)
Review and realign funding to voluntary sector	0.203	0.070	(0.133)
Total Social Services	0.686	0.295	(0.391)
<u>Community & Enterprise</u>			
Welfare Rights Team Review	0.020	0.035	0.015
Community Centres	0.048	0.096	0.048
Community Based Accommodation Support Service	0.030	0.060	0.030
Telecare Charging	0.200	0.139	(0.061)
Total Community & Enterprise	0.298	0.330	0.032
<u>Streetscene & Transportation</u>			
Introduce non-generic Streetscene roles (3 year plan)	0.080	0.115	0.035
Develop Energy Production at Landfill	0.050	0.000	(0.050)
Rationalise HRC Sistes	0.400	0.225	(0.175)
Removing the Waste Containers delivery service	0.150	0.100	(0.050)
Introduce Charge for 2nd Garden Waste Bin	0.050	0.025	(0.025)
Car Parking Charges	0.400	0.380	(0.020)
Cancel Real Time Info System	0.020	0.025	0.005
Charge Maintenance of Bus Shelters	0.005	0.000	(0.005)
Review subsidised bus routes	0.075	0.050	(0.025)
Externalise grass cutting service	0.075	0.025	(0.050)
Reduced Street Lighting resource	0.050	0.038	(0.013)
Remove second grass cut for highway verges	0.030	0.025	(0.005)
Reduce Cleansing standards zero tolerance litter	0.150	0.050	(0.100)
Part night street lighting in residential areas	0.020	0.030	0.010
Winter Maintenance (Car Parks and standard)	0.150	0.170	0.020
Total Streetscene & Transportation	1.705	1.258	(0.448)
<u>Planning & Environment</u>			
Staffing & Mangement Restructure (incl. all vacancies)	0.295	0.178	(0.117)
Staffing & Collaboration	0.024	0.036	0.012
Animal & Pest Control	0.030	0.005	(0.025)
Increased Planning Fees (15% WG increase)	0.135	0.050	(0.085)
Increase in number of Planning Applications	0.060	0.030	(0.030)
Additional elements of charging (discharge of conditions)	0.050	0.025	(0.025)
Pre-Planning Advice PDM111952P	0.020	(0.006)	(0.026)
Total Planning & Environment	0.614	0.318	(0.296)
<u>Organisational Change</u>			
Land agent	0.043	0.041	(0.002)
Total Organisational Change	0.043	0.041	(0.002)
		%	£
Total 2015/16 Budget Efficiencies		100	12.874
Total Projected 2015/16 Budget Efficiencies Underachieved		16	1.998
Total Projected 2015/16 Budget Efficiencies Achieved		84	10.876

APPENDIX 3

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2015	10.515	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		4.746
Add projected underspend as at Month 3		0.212
Total projected Contingency Reserve as at 31st March 2016		4.958

HRA Major Variance Report - Period 3

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1.634	1.689	0.055	0.029	£18k pressure on Rechargeable Works due to previous years invoices starting to reverse based on bad debt procedures. £13k pressure on salaries due to agency staff engagement. £24k pressure on staff mileage and mobile phone usage due to insufficient budget being allocated.	Keep under review.
Other variances (aggregate)	(1.400)	(1.385)	0.015	0.020	Various minor variances.	Keep under review.
Total :	0.234	0.304	0.070	0.049		



CORPORATE RESOURCES OVERVIEW & SCRUTINY MEETING

Date of Meeting	Thursday 10 th September, 2015
Report Subject	Quarter 1 Improvement Plan Monitoring Report
Portfolio Holder	Cabinet Member for Corporate Management
Report By	Member Engagement Manager
Strategic / Operational	Strategic

EXECUTIVE SUMMARY

The Improvement Plan 2015/16 was adopted by the Council in June 2015. This report presents the monitoring of progress for the first quarter of 2015/16 focusing on the areas of under performance relevant to the Corporate Resources Overview & Scrutiny Committee.

This report is an exception based report and therefore detail focuses on the areas of under-performance.

Recommendation

- (a) That the Committee consider the Quarter 1 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.

REPORT DETAILS

1.00	<u>REPORT DETAIL</u>
1.01	The Improvement Plan monitoring report gives an explanation of the progress being made towards the delivery of the impacts set out in the 2015/16 Improvement Plan. The narrative is supported by performance indicators and/or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are controlled.
1.02	The detailed sub-priority reports, shown at Appendix 1, are in a new format, which has been generated from the new performance management solution, CAMMS.
1.03	CAMMS has been purchased to provide benefits which include: <ul style="list-style-type: none"> • efficiencies by reducing duplication and data entry; • a single version of the truth; • improved visibility and accountability for performance and programme / project management objectives; including an audit trail; and • dynamic, exception based reporting with dashboards and standard reports.
1.04	During the process of setting the Improvement Plan into CAMMS, some changes were required/requested by officers. A log of all changes made can be found at Appendix 2.
1.05	Analysis of performance against the Improvement Plan measures is undertaken using the RAG (Red, Amber and Green) status. This is defined as follows:- <p><u>Performance</u></p> <ul style="list-style-type: none"> • RED – equates to a position of under-performance against target. • AMBER – equates to a mid-position where improvement may have been made but performance has missed the target. • GREEN – equates to a position of positive performance against target. <p><u>Outcome</u></p> <ul style="list-style-type: none"> • RED – equates to a forecast position of under-performance against target at year end. • AMBER – equates to a forecast mid-position where improvement may have been made but performance will miss target at year end. • GREEN – equates to a forecast position of positive performance against target at year end.
1.06	The high level (RED) risk area identified for the Corporate Resources Overview & Scrutiny Committee, is as follows:-

1.06.1	<p>Priority: Modern and Efficient Council (Improving Resource Management) <i>Amount of efficiency targets achieved. Target £12.874m - Actual £10.876</i></p> <p>Progress against the annual efficiency target is reported monthly to Cabinet and Corporate Resources Overview and Scrutiny Committee. As at the end of the first quarter the expected efficiencies for 2015/16 are forecast to be £10,876,000 which equates to 84% of the total targeted efficiencies. For further information please see the September Budget Monitoring report prepared for Cabinet.</p>
1.06.2	<p>Priority: Modern and Efficient Council (Improving Resource Management) <i>Risk: The scale of the financial challenge.</i></p> <p>The level of anticipated funding from Welsh Government is still uncertain and will not be confirmed until receipt of the Final Settlement announcement. A further risk is the fact that this announcement may be later than previous years due to the next UK Spending Review scheduled for the Autumn.</p>

2.00	<u>RESOURCE IMPLICATIONS</u>
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2.01	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.
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3.00	<u>CONSULTATIONS REQUIRED / CARRIED OUT</u>
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3.01	The Chief Officer Team and the Performance Leads from across the Authority have contributed to help shape the new approach to reporting.
3.02	It was agreed during the Member Workshop in May, which consulted on the Improvement Plan for 2015/16, that a 'how to guide' for the Improvement Plan would be produced. This will be presented to the Corporate Resources Overview and Scrutiny Committee in September prior to being shared with the other Overview and Scrutiny Committees.

4.00	<u>RISK MANAGEMENT</u>
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4.01	Progress against the risks identified in the Improvement Plan have been reported on for quarter 1 and the detail is included in the report at Appendix 1.
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5.00	<u>APPENDICES</u>
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5.01	Appendix 1 – Quarter 1 Improvement Plan Progress Report.
5.02	Appendix 2 – Log of changes to the Improvement Plan 2015/16.

6.00	<u>SECTION 100D OF THE LOCAL GOVERNMENT ACT 1972</u> List of Accessible Background Documents
6.01	<u>Improvement Plan 2015/16</u> http://www.flintshire.gov.uk/en/Resident/Council-and-Democracy/Improvement-Plan.aspx

7.00	<u>GLOSSARY OF TERMS</u>
7.01	Improvement Plan – the document which sets out the annual priorities of the Council. It is a requirement of the Local Government (Wales) Measure 2009 to set Improvement Objectives and publish an Improvement Plan.
7.02	CAMMS – is an integrated planning, risk management and programme/project management and reporting software. It was purchased in April 2015 and work to commence implementation began in May; focusing initially on the Council’s Improvement Plan and the Portfolio of Social Services. The link below provides further information about CAMMS. http://cammsgroup.com/

Improvement Plan Progress Report Corporate Resources Overview and Scrutiny Committee Quarter 1 2015/16

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Flintshire County Council

8. Modern and Efficient Council

8.1 Supporting communities to become more resilient



8.1.1 Developing Communities

ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sector through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	20.00%	 GREEN	 GREEN
The Community Asset Transfer (CAT) scheme and Alternative Delivery Model (ADM) programme will result in development of new or stronger community organisations and social enterprises. A number of these should be 'starting up' in 2016. The 20% complete relates to this being a three year plan of work. Last Updated: 27-Aug-2015							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	15.00%	 GREEN	 GREEN
Developing and publicising a volunteering policy by November 2015. Work started in a number of services to develop and implement localised approaches to volunteering. The aim will be to take best practice to these approaches from best practices from elsewhere to finalise a volunteering policy. Last Updated: 27-Aug-2015							
ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.3 Ensure community benefit through our commissioning of goods and services	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2015	31-Mar-2016	75.00%	 GREEN	
ACTION PROGRESS COMMENTS: A number of Community Benefits training workshops have been held, targeting specifically officers who undertake procurement activities within service areas. Contract Procedure Rules have been amended to make it mandatory that all projects above £2m deliver community benefits.							



A new Commissioning Form is currently being developed to supplement the Procurement Checklist, so that Community Benefits can be fully considered at procurement planning stages.

Last Updated: 06-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	40.00%	 GREEN	 AMBER

Feasibility studies have been completed for 5 services who are now working toward completing business plans. We are on target in terms of progress for time elapsed, but the risks are quite high for achieving the desired outcomes by the end of the two year plan, hence the amber outcome RAG status.

Last Updated: 27-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	 AMBER

Seven Community Asset Transfer (CAT) business plans have now been approved which will progress through to completion and transfer of assets. Over 60 expressions of interest have been received in total. We are on target for time period that has elapsed, but the risks are quite high for achieving the desired outcomes by the end of the three year plan, hence the amber outcome RAG status.

Last Updated: 27-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Sharron Jones - Executive Manager	Not Started	01-Apr-2015	31-Mar-2016			

ACTION PROGRESS COMMENTS:

To be reported half yearly. Progress update will be provided at the end of quarter 2.





Last Updated: 30-Jul-2015

PERFORMANCE INDICATORS

TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Percentage of community benefit clauses included in new procurement contracts (including those under £2m)	Arwel Staples – Strategic Procurement Manager	N/A	N/A Baseline 2014/15	10.00%		The Welsh Government have recently launched a new Welsh Procurement Policy Statement that will require Community Benefits to be delivered on projects above £1m rather than £2m. This will require our current Contract Procedure Rules to be amended to reflect the change in policy. During this reporting period there has been a limited number of projects tendered that blend themselves to delivery of community benefits.
The number of public assets transferred to the Community	Neal Cockerton – Chief Officer – Organisational Change	Paula Bieblock – Senior Valuer	0.00	0.00		No completions Apr-Jun 2015; 6 applications approved at Stage 2 but no anticipated completions July-Sept 2015. Target to be met by end financial year for 2015/16.

RISKS


RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
The capacity and appetite of the community and social sectors	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Amber Moderate (3)	 Amber Moderate (3)	Mixed response from Community and Social Sectors with a number of community organisations positively working on such projects as asset transfer and others still at early stages of engagement.
The willingness of the workforce and trade unions to embrace change	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Red Major (4)	 Amber Moderate (3)	Alternative Delivery Model (ADM) work in a number of services has resulted in completed feasibility studies which managers have lead the development of and where appropriate engaged staff. The next phase of work will fully engage the workforce in development of final business plans. A national conference has been held on ADMs at which a number of staff and Union Representatives attended to help increase awareness of developments in this area of work.

Market conditions which the new alternative delivery models face	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Moderate (3)	 Moderate (3)	Completion of Alternative Deliver Model (ADM) business plans and final Community Asset Transfer (CAT) plans are on the whole progressing. At the end of this, planning market analysis work will be completed with ADMs and tested with CATs.
Limitations on public funding to subsidise alternative models	Ian Bancroft - Chief Officer - Organisational Change 1	Sian Speed – Executive PA – Organisational Change 1 & 2	 Major (4)	 Moderate (3)	The "Is the Feeling Mutual" report published on behalf of Welsh Government identified the need to support Alternative Delivery Models (ADM) and Community Asset Transfers (CATs) with national support and resource. The Improvement Plan for this work, including identification of resources is likely to be published Autumn 2015.

8.2 Front line services are efficiently and effectively supported

8.2.1 Improving Resource Management

ACTIONS

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a four year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2015	31-Mar-2016	50.00%	 GREEN	

ACTION PROGRESS COMMENTS:



Produce a revised Medium Term Financial Strategy by July 2015-Part 1 of the Medium Term Financial Strategy (MTFS) was reported to Cabinet in June and Corporate Resources Overview and Scrutiny Committee in July. Part 1 forecasts the resources the Council is likely to have available over the next 3 years and details the cost pressures needing to be met from this reduced funding.

Part 2 of the MTFS will set out the solutions and options for organisational efficiency and service changes to work to close the challenging financial gap and will be published in the Autumn.

Last Updated: 13-Aug-2015


ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	Not Started	01-Apr-2015	31-Mar-2016			

Last Updated:

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Neal Cockerton - Chief Officer - Organisational Change 2	In Progress	01-Apr-2015	31-Mar-2016	2.00%	 AMBER	 GREEN

The Council has been working through this activity on a number of levels as follows:-


- the intensification of use of our office accommodation, County Offices Flint being a good example of such use;
- the demolition of accommodation no longer fit for purpose,
- the rationalisation of space

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2015	31-Mar-2016	40.00%	 AMBER	

ACTION PROGRESS COMMENTS:

A meeting has been held on 29th July 2015 with the Director of the National Procurement Service (NPS) to discuss the level of efficiencies delivered so far from the NPS work programme. During the meeting clarity was sought on the savings figures being reported for Flintshire, with further analysis on the projected savings that will be forthcoming during 2015/16.

Last Updated: 06-Aug-2015

ACTION	RESPONSIBLE PERSON	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.5 Extend and improve customer access to Council information and services using technology and our Flintshire Connects Centres.	Denise Naylor - Customer Services Manager	In Progress	01-Apr-2015	31-Mar-2016	25.00%	 GREEN	

ACTION PROGRESS COMMENTS:

4 Flintshire Connects Centres now open.

Flintshire Connects customers are directed towards applying for Housing Benefit on line.


Applicants for Nursery school admissions were all notified of outcome electronically.








Digital strategy developed and actions prioritised.



Tablets to be purchased and used in Connects Centres to demonstrate the use of mobile technology to access council services.

Last Updated: 07-Aug-2015






PERFORMANCE INDICATORS



TITLE	LEAD OFFICER	SUPPORTING OFFICER	PERIOD TARGET	PERIOD ACTUAL	PROGRESS RAG	PROGRESS COMMENTS
Amount of efficiency targets achieved.	Helen Stappleton – Chief Officer – People & Resources	Gary Ferguson – Corporate Finance Manager	£12,874,000.00	£10,876,000.00	 RED	Progress against the annual efficiency target is reported monthly to Cabinet and Corporate Resources Overview and Scrutiny Committee. As at the end of the first quarter the expected efficiencies for 2015/16 are forecast to be £10,876,000 which equates to

						84%. For further information please see the September Budget Monitoring report prepared for Cabinet.
CHR/002 The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	Andrew Adams – Business Information and Compliance Advisor	N/A	2.40	2.54		
The percentage reduction in the floor space (m2) of office accommodation occupied	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	5.00%	5.00%		Reduction related to a number of initiatives from the increased utilisation at Flint Offices, demolition of Connahs Quay Offices and the relation of staff to Alltami.
Reduction in the running costs of corporate accommodation	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	0.50%	0.50%		Progress following moves to Alltami and the increased utilisation of Flint Offices together with the demolition of Connahs Quay Offices all contributing to this current outturn.
Agile working - desk provision as a percentage of staff (County Hall)	Neal Cockerton - Chief Officer - Organisational Change 2	Lisa McLellan – Asset Manager	15.00%	24.50%		A move plan has been developed with relocations into phase 1 to progress following fire prevention works which must be undertaken before staff move commences. Desk provision equates to a ratio of 8m2 per person.
Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	Arwel Staples - Strategic Procurement Manager	N/A	£100,000.00	£114,000.00		The total efficiency savings figures for the period are still being verified. However, the £114,000 is the current efficiency savings that has been identified as of 5th August 2015.
Digital take up of services via Connects	Denise Naylor – Customer Services Manager	N/A	312.50	390.00		Portable devices are being purchased to assist Connects staff to actively show customers how to self-serve using a mobile device. Where possible customers are be asked to self-serve.
Review of existing services (36) available at Connects Centres to ensure they are fully transactional	Denise Naylor – Customer Services Manager	N/A	0.00	1.00		Full Housing triage service delivered from Connects. Total number of housing triages completed by Connects in qtr1 was 157 meaning that these did not need to be referred to the Back office service area. All triages were completed as 'walk in' i.e. no prior appointment made and the service is

						available across all Connects Centres.
The percentage of customers who successfully found what they were looking for on our website: Desktop	Denise Naylor – Customer Services Manager	N/A	55.00%	48.18%	 AMBER	A programme of work is underway to monitor the feedback received and appropriate action is taken to improve the website accordingly. The number of customers that complete the feedback form is very low compared at only 193 compared to the number of unique users of the website (167,933).
The percentage of customers who successfully found what they were looking for on our website: Mobile	Denise Naylor – Customer Services Manager	N/A	55.00%	55.55%	 GREEN	The number of customers responding to this survey via a mobile device is very low compared to the number of users of the website. 81 customers provided feedback.

RISKS

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICER	INITIAL RATING	CURRENT RATING	PROGRESS COMMENTS
The scale of the financial challenge.	Helen Stappleton - Chief Officer - People and Resources	Gary Ferguson – Corporate Finance Manager	 Major (4)	 Major (4)	The level of anticipated funding from Welsh Government is still uncertain and will not be confirmed until receipt of the Final Settlement announcement. A further risk is the fact that this announcement may be later than previous years due to the next UK Spending Review scheduled for the Autumn.
The capacity and capability of the organisation to implement necessary changes	Helen Stappleton - Chief Officer - People and Resources	Sharon Carney – Lead Business Partner	 Major (4)		
The pace of procurement collaborations and our limited control over their development	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	 Moderate (3)	 Moderate (3)	The National Procurement Service (NPS) have recently put in place 12 framework agreements for various spend areas. The Collaborative Procurement Service is currently benchmarking these framework agreements to determine if they provide value for money. A meeting was held on 29th July with the NPS to discuss the progress of

					savings delivery. A further review meeting will be held in September to discuss progress.
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Denise Naylor – Customer Services Manager	 Yellow Minor (2)	 Yellow Minor (2)	Not due for review until 30/09/15.

Corrections / Amendments to Improvement Plan 2015/16 following Council approval**Improvement Plan:**

Page	Detail	Correction / Amendment
11	The impact for the Safeguarding sub-priority was missing: 'Ensuring adults, young people and children are safeguarded'.	Correction
11	The impact for the sub-priorities Business Sector Growth and Town and Rural Regeneration were incorrectly stated as 'Enabling more people to live independently and well at home' but should have read 'Creating jobs and growing the local economy'.	Correction
11	The impact for the sub-priority Transport Infrastructure and Services was incorrectly stated as 'Helping people to access employment, local services and facilities' but should have read 'Safely accessing employment, local services and facilities'.	Correction
11	The impact for the sub-priority Sustainable Development and Environmental Management was incorrectly stated as 'Developing and protecting the environment' but should have read 'Environmental development which maximises social and economic benefits'.	Correction
11	The impact for the sub-priority Developing Communities was incorrectly stated as 'Supporting communities to be resilient' but should have read 'Supporting communities to become more resilient'.	Correction
11	The impact for the sub-priority Improving Resource Management was incorrectly stated as 'Supporting front line services to perform well whilst being efficient' but should have read 'Front line services are efficiently and effectively supported'.	Correction
12	Sub-priority: Appropriate and Affordable Housing A measure to increase the number of gifted new homes using the Community Infrastructure Levy (CIL) was included under activity 2 (stimulate the growth of affordable housing). This has been amended as the CIL cannot be introduced until the LDP is adopted and this is approximately 3 years away. The measure has been changed to 'Increasing the numbers of gifted new homes using Section 106 Planning Agreement'.	Amendment
14	Sub-priority: Independent Living A measure to monitor care home inspection reports under the activity 'Ensure Care Home Provision within Flintshire enables people to live well and have a good quality of life', has been amended to reflect the monitoring of care homes, which will be undertaken through existing	Amendment

	contract monitoring arrangements.	
14	Sub-priority: Independent Living The milestone to evaluate the impact of the pilot project being undertaken with Age Concern 'Listening Voices' should have read 'Listening Friends'.	Correction
15	Sub-priority: Integrated Community Social & Health Services The four risks for this sub-priority have been amalgamated into two: (1) Funding between Health and the Council does not transfer smoothly e.g. CHC, ICF, Primary Care Funds (2) Service Provision is not coordinated / integrated	Amendment
21	Sub-priority: Safe Communities The risk 'New Community Safety Partnership arrangements will not be effective enough to fully deliver its priorities' has been reworded for clarity to 'Grant funded services that are administered through the Community Safety Partnership are not delivered effectively'.	Amendment
22	Sub-priority: Poverty A measure to increase the number of <i>parents</i> receiving an enhanced Health service, under the activity 'Help children, young people and families, in or at risk of poverty achieve their potential', should have read <i>children</i> .	Correction
25	Sub-priority: Sustainable Development & Environmental Management The risk 'The necessary planning approvals are not secured' has been amended for clarity to 'The necessary planning approval for the waste transfer station is not secured'.	Amendment
25	Sub-priority: Sustainable Development & Environmental Management The risk 'Recycling and energy efficiency programmes are not supported by the public and employees' has been amended removing the reference to energy efficiency programmes as they have a good response.	Amendment
27	Sub-priority: Improving Resource Management The measures under the activity 'Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions' were incorrect and related to alternative delivery models. They should have read: <ul style="list-style-type: none"> • Creating efficiencies through the use of the regional and national procurement collaborations. • Reducing the cost of procurement through the use of end to end electronic purchasing. 	Correction

Supporting Document (How we measure achievement):

Page	Detail	Correction / Amendment
2	<p>Sub-priority: Appropriate and Affordable Housing The milestone to introduce the Community Infrastructure Levy (CIL) by July 2015 has been deleted. The CIL cannot be introduced until the LDP is adopted and this is approximately 3 years away.</p>	Amendment
3	<p>Sub-priority: Appropriate and Affordable Housing A measure to increase the number of gifted new homes using the Community Infrastructure Levy (CIL) was included under activity 2 (stimulate the growth of affordable housing). This has been amended as the CIL cannot be introduced until the LDP is adopted. The measure has been changed to ‘The number of gifted new homes realized through Section 106 Planning Agreement between the Council, NEW Homes and the developers’.</p>	Amendment
6	<p>Sub-priority: Independent Living The milestone to evaluate the impact of the pilot project being undertaken with Age Concern ‘Listening Voices’ should have read ‘Listening Friends’.</p>	Correction
6	<p>Sub-priority: Independent Living A measure to monitor care home inspection reports has been deleted and replaced with the contract monitoring measures to monitor care homes which are a ‘service of concern’ or deemed to be ‘in escalating concerns’. In addition, the baseline data and targets for both have been confirmed as 3 and 2 respectively.</p>	Amendment
7	<p>Sub-priority: Independent Living The measure referenced ‘SCAM2L’ should have been referenced ‘SCAL/023’.</p>	Correction
12	<p>Sub-priority: Business Sector Growth The roll out of superfast broadband across the county had been included as both a milestone and a measure. It should only have been included as a milestone; measure now deleted.</p>	Correction
14	<p>Sub-priority: Town and Rural Regeneration The milestone ‘72 unit extra care development in Flint by <i>Wales and West</i> to start construction in August 2015’ should have read <i>Pennaf</i>.</p>	Correction
23	<p>Sub-priority: Maximising Income The measure to increase the numbers of <i>parents</i> receiving an enhanced Health service, under the activity ‘Help children, young people and families, in or at risk of poverty achieve their potential’, should have read <i>children</i>. In addition, the baseline data (2014/15) should have been 1515 instead</p>	Correction

	of 1236.	
24	Sub-priority: Maximising Income The measure 'amount of additional Social Security and Tax Credits paid to Flintshire residents as a result of the work undertaken by Flintshire County Council', had been duplicated; one now removed.	Correction
26	Sub-priority: Fuel Poverty The target for the measure 'number of private homes receiving energy efficiency measures' had been incorrectly stated as 750. In total the target is for 750 homes to receive measures; 350 private homes and 400 council homes.	Correction
28	Sub-priority: Transport Infrastructure and Services The impact was incorrectly stated as 'People being able to safely access employment, local services and facilities' and should have read 'Safely accessing employment, local services and facilities'.	Correction
32	Sub-priority: Sustainable Development & Environmental Management The milestone for securing planning permission for the introduction of a waste transfer station by July 2015 has been expanded to include reference to its proposed location (Greenfield).	Amendment
34	Sub-priority: Developing Communities A milestone for the development and publishing of a volunteering policy was incorrectly included under the activity 'Ensure community benefit through our commissioning of goods and services. This has now been removed.	Correction
36	Sub-priority: Improving Resource Management The 2015/16 target for the amount of efficiency targets achieved should have been £12.874m in line with the final approved budget, not £10.3m.	Correction

FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 10 SEPTEMBER 2015**

REPORT BY: **CHIEF EXECUTIVE AND CHIEF OFFICER (GOVERNANCE)**

SUBJECT: **FUNCTIONS OF THE ELECTIONS TEAM AND INDIVIDUAL ELECTORAL REGISTRATION**

1.00 PURPOSE OF REPORT

1.01 To inform Members on the functions of the Election team and to provide an update on individual electoral registration.

2.00 BACKGROUND

2.01 At the meeting of the Corporate Resources Overview and Scrutiny Committee held on 14 May 2015 Councillor Robin Guest queried whether a report on the function of the Election team could be considered at a future meeting. The Chief Officer (Governance) indicated that this could be combined with a report on individual electoral registration (IER).

3.00 CONSIDERATIONS

3.01 The Chief Executive is the Returning Officer for County Council and Town and Community Council elections held in Flintshire and the Electoral Registration Officer as well. As a consequence, he automatically becomes:

- the Acting Returning Officer for Parliamentary elections; and
- the Local Returning Officer for the European Parliamentary, National Assembly for Wales and Police and Crime Commissioner elections

3.02 The core elections team comprises the Electoral Services Manager, Electoral Services Officer and Electoral Services Assistant. At major elections the Returning Officer (RO) appoints a Deputy Returning Officer (DRO) (usually the Chief Officer (Governance)). A project board is then established which includes the RO, DRO, Elections Manager, Member Engagement Manager, Communications Manager and Executive Manager. The team is then supported by others from Democratic Services e.g. opening of postal voters and preparing ballot boxes and polling station equipment.

Council employees are used to provide polls and the counts at an election as well as people who are not employed by the Council.

- 3.03 The workload at election time has increased markedly as a result of postal voting on demand, which now accounts for 19,101 out of 117,706 electors which is 16% of the electorate and emergency proxy votes which can be granted up to 5pm on the election day. In addition, there are now IER applications to register, receiving and checking documentary evidence for electors who failed verification.
- 3.04 The performance of RO's is monitored by the Electoral Commission against the standards below. Flintshire met both of these standards.
1. Voters are able to vote easily and know that their vote will be counted in the way they intended.
 2. It is easy for people who want to stand for election to find out how to get involved, what the rules are, and what they have to do to comply with these rules, and they can have confidence in the management of the process and the result.
- 3.05 Flintshire has a proven track record on running and delivering well run elections. This was shown by the feedback received regarding the recent election and during the first Police and Crime Commissioner Elections in 2012 where Flintshire handled all the nominations and co-ordinated the activity across all 6 councils in North Wales as the Police Area Returning Officer. The strength of the elections function been recognised by the Welsh Government who recently appointed the Chief Executive to be the Regional Returning Officer for the North Wales region in the forthcoming Assembly elections and is once again expected to be appointed as the Police Area Returning Officer by Central Government.

INDIVIDUAL ELECTORAL REGISTRATION

- 3.06 Individual Electoral Registration (IER) was introduced on 10 June 2014 in England and Wales. It is one of the most significant changes in electoral registration in recent years. Instead of the 'head of household' completing a registration form on behalf of all members of the household, individuals are now required to register to vote individually. This means that individuals in order to register to vote must provide their 'date of birth and national insurance number.

- 3.07 Since the introduction of IER all registered electors had their name and address checked against government records so that they could be confirmed. The vast majority of those on the register were confirmed and automatically transferred to the 'IER register' without having to do anything. For those who needed to provide additional information procedures were put in place to send reminder information and to personal canvass properties and individuals who had not responded. The register that was published on 1 December 2014 saw a decline in the number of electors registered to vote by 1, 700 electors.
- 3.08 In January a Household Notification Letter was sent to households to confirm who was currently registered at each property. This was to encourage electors who were not registered to do so before the Parliamentary election. This was the first time such a letter had been sent. With interest in the election the electorate did increase by over 1, 500 electors.
- 3.09 The annual canvass of properties began at the end of July. Each property in Flintshire received a Household Enquiry Form. Households have the opportunity to respond by telephone, internet, text or by posting the form back. A reminder form was sent to properties who had not responded at the end of August. Invitations to Register have also been sent to electors to register individually, this is done on a weekly basis. Individuals can register on a government website, by telephone or by posting the form back. From the end of September properties and individuals who have not responded to forms we have sent will receive a personal visit from a Canvasser. The revised register will then be published on 1 December 2015.
- 3.10 Subject to an Order being made, the Government has decided to bring forward the end of the transition period for IER from December 2016 to December 2015. This means that those who are currently registered but who are not confirmed and registered under IER will be removed from the register.
- 3.11 To promote Electoral Registration, the team has run the following campaigns working in partnership with all North Wales Councils, this includes a Bus Campaign, Radio Campaign and advertising on Argos till-roll receipts. We have recently worked with Coleg Cambria encouraging students to register to vote.
- 3.12 During this year's campaign we will continue to advertise on Argos till-roll receipts during the month of September, we are running an Annual Canvass campaign on the website, issuing regular press releases and will be running a Twitter campaign. We have asked colleagues to spread the word about registering to vote and to encourage and help service users in doing this. We are also working with colleagues in Council Tax and Housing Benefits in sign posting residents to register to vote when using their services.

3.13 Over recent years with the introduction of 'The Electoral Registration and Administration Act 2013' there has been a number of changes to Electoral Registration. The modernisation of electoral reform continues with the Law commission's review of Electoral Law. Rt.Hon. Sir Eric Pickles MP's review into electoral fraud and what more can be done to tackle it. The UK Government has introduced legislation, which if passed, will provide for a referendum on the UK's membership of the EU to take place by the end of 2017.

3.14 The Chief Executive has been representing the Wales 'region' at UK level election planning groups working with the Electoral Commission, the Cabinet Office, the Regional Returning Officers from around the UK and other national stakeholders. The team also works actively with North Wales Electoral Services teams, the Association of Electoral Administrators, the Electoral Commission and Cabinet Office to provide good practice and share ideas.

4.00 RECOMMENDATIONS

4.01 That the work of the Elections Team and the attempts to encourage greater individual electoral registration be endorsed.

5.00 FINANCIAL IMPLICATIONS

5.01 The Parliamentary, Police and Crime Commissioner elections are funded by the Central Government and the National for Wales elections are funded by the Welsh Government.

5.02 The Cabinet Office has provided additional funding for Individual Electoral Registration until April 2016. It is not known if they will provide additional funding beyond this date.

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 None

11.00 CONSULTATION UNDERTAKEN

11.01 None

12.00 APPENDICES

12.01 None

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

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY 10 SEPTEMBER, 2015**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **FORWARD WORK PROGRAMME**

1.00 PURPOSE OF REPORT

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

2.00 BACKGROUND

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

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

1. Will the review contribute to the Council's priorities and/or objectives?
2. Is it an area of major change or risk?
3. Are there issues of concern in performance?
4. Is there new Government guidance or legislation?
5. Is it prompted by the work carried out by Regulators / Internal Audit?

3.00 CONSIDERATIONS

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

4.00 RECOMMENDATIONS

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

5.00 FINANCIAL IMPLICATIONS

5.01 None as a result of this report.

6.00 ANTI POVERTY IMPACT

6.01 None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

7.01 None as a result of this report.

8.00 EQUALITIES IMPACT

8.01 None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

9.01 None as a result of this report.

10.00 CONSULTATION REQUIRED

10.01 N/A.

11.00 CONSULTATION UNDERTAKEN

11.01 Publication of this report constitutes consultation.

12.00 APPENDICES

12.01 Appendix 1 – Forward Work Programme

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

None.

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Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2015/16

DATE	SUBJECT	O&S Focus	REPORT FROM
Thursday 8 th October 10.00	Police & Crime Commissioner: consultation on the Crime & Policing Plan for 2016/17	Consultation	Robert Robins
	Medium Term Financial Strategy	Assurance and comment	Chief Executive/Gary Ferguson
	Revenue Budget Monitoring (Month 4)	Monitoring	
	Capital programme Budget monitoring (Month 4)	Monitoring	Sara Dulson
	Workforce Information Q 1 and 2	Information and monitoring	Liz Thomas
	Forward Work Programme	Approval and development	Sharon Carney
Thursday 12 th November 10.00	Medium Term Financial Strategy	Assurance and comment	Robert Robins
	Revenue Budget Monitoring (Month 5)	Monitoring	Chief Executive/Gary Ferguson
	Forward Work Programme	Approval and development	Sara Dulson
Thursday 10 th December	Medium Term Financial Strategy	Assurance and comment	Robert Robins
	Revenue Budget Monitoring (Month)	Monitoring	Chief Executive/Gary Ferguson

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2015/16

	Forward Work Programme	Approval and development	Robert Robins
Items to be scheduled	Health and Well-being update Customer services and Call-handling update	Information	Helen Stappleton