

Public Document Pack



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To: Cllr Clive Carver (Chairman)

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

6 November 2015

Dear Councillor

You are invited to attend a meeting of the Corporate Resources Overview & Scrutiny Committee which will be held at 10.00 am on Thursday, 12th November, 2015 in the Delyn Committee Room, County Hall, Mold CH7 6NA to consider the following items

A G E N D A

1 APOLOGIES

Purpose: To receive any apologies.

2 DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)

Purpose: To receive any Declarations and advise Members accordingly.

3 MINUTES (Pages 3 - 12)

Purpose: To confirm as a correct record the minutes of the meeting held on 8th October 2015.

4 NORTH WALES FIRE & RESCUE AUTHORITY - CONSULTATION: 'YOUR SERVICES, YOUR CHOICES' (Pages 13 - 32)

Purpose: To receive a presentation on the Consultation document 'Your Services', 'Your Choices'.

5 **MEDIUM TERM FINANCIAL STRATEGY**

Purpose: To receive a verbal update.

6 **REVENUE BUDGET MONITORING 2015/16 (MONTH 5)** (Pages 33 - 62)

Report of Corporate Finance Manager enclosed.

Purpose: To provide Members with the latest revenue budget monitoring information for 2015/16 for the Council Fund and Housing Revenue Account based on actual income and expenditure as at month (insert month no.) and projected forward to year-end based on the most up to date information available

7 **WORKFORCE INFORMATION QUARTER 2** (Pages 63 - 96)

Report of Chief Officer (People and Resources) enclosed.

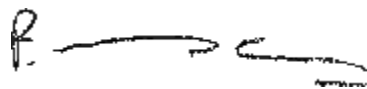
Purpose: To provide Members with an update on Workforce Information for the second quarter for 2015/16.

8 **FORWARD WORK PROGRAMME** (Pages 97 - 102)

Report of Member Engagement Manager enclosed.

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

Yours faithfully



Peter Evans
Democracy & Governance Manager

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE **8 OCTOBER 2015**

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Thursday 8 October 2015

PRESENT: Councillor Clive Carver (Chairman)

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

SUBSTITUTION:

Councillor Mike Reece for Richard Lloyd

ALSO PRESENT:

Councillors Haydn Bateman and Mike Lowe attended as observers

APOLOGIES:

Councillor Brian Lloyd
Chief Executive

CONTRIBUTORS:

Councillor Aaron Shotton – Leader and Cabinet Member for Finance,
Councillor Billy Mullin – Cabinet Member for Corporate Management, Chief
Officers (Organisational Change) and Corporate Finance Manager
Business Information and Compliance Adviser for minute number 42

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

38. DECLARATIONS OF INTEREST

No declarations of interest were made.

39. MINUTES

The minutes of the meeting of the Committee held on 10th September 2015 had been circulated to Members with the agenda.

Matters Arising

Councillor Richard Jones referred to the final paragraph on minute number 31 and indicated that he had confirmed with the Policy and Performance Manager that the version on the Council's website was incorrect. He was trying to speak to the Performance Team Leader but had been unable to do so yet. The Member Engagement Manager stated that he would ensure that this issue was pursued with the officer concerned.

RESOLVED:

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

40. MEDIUM TERM FINANCIAL STRATEGY

Councillor Richard Jones queried why the Medium Term Financial Strategy (MTFS) was on the agenda as it had been considered in detail at the County Council meeting held on 24th September 2015. The Member Engagement Manager reminded Members that it had been agreed at the July 2015 meeting of the Committee that updates on the MTFS would be provided at each meeting.

The Leader of the Council and Cabinet Member for Finance, Councillor Aaron Shotton, introduced a report to provide the Committee with an update on the MTFS following the County Council meeting on 24th September 2015. He commented on the three elements to the resolution made at that meeting which included the consultation and development of the strategy and he reminded Members of their shared duty to provide a balanced budget. Work was progressing with the Communications Team on how the consultation would take place and it was anticipated that this would include a web based element as well as the need for area based consultation with community groups, including Town & Community Councils. He spoke of the need to ensure that the public understood Part 1 of the MTFS along with the three sections of Part 2 and that discussions were undertaken with communities about the protection and sustainability of services.

Councillor Shotton indicated that he had taken every opportunity to raise the issue of the discussions that needed to take place with the Welsh Government (WG). He added that it was critical to build collective support across the local authorities in Wales and he spoke of the Welsh Local Government Association (WLGA) manifesto for issues for lobbying Assembly Members in the run up to the elections in May 2016. The WLGA manifesto included ambitions and the vision of local authorities and the need for flexibility and Councillor Shotton suggested that it could be included on the agenda for the next County Council meeting, so that it could be shared with all Members. He indicated that he had also raised the issue with the Leaders of the other North Wales authorities. He expressed his disappointment about some of the comments that had been made at the County Council meeting on 24th September 2015 but added that it was important to progress the resolution to lobby WG. He advised that a meeting of Group Leaders would need to be held prior to contact being made with WG on the request for support.

The Autumn statement from the Chancellor was due to be made on 24th November 2015 and it was therefore anticipated that the draft local government settlement would be shared with Councils on 9th December 2015 after consideration by WG, which was a concern because of the lateness of

the information. It had been indicated that the final settlement would be available on 1st March 2016 and therefore there would be a need to review the budget setting timetable if this was the correct date for the settlement figure as this could also have an impact on the deadline for finalising Council Tax figures for 2016/17.

Councillor Carolyn Thomas welcomed the verbal update but queried when the detail of the strategy was to be scrutinised. She also sought clarification on the devolution of business rates in England and whether this was also to be undertaken in Wales. In response, Councillor Shotton said that he, and the Chief Executive, had met with the Chief Executive and Chairman of Cheshire West & Chester Council and it appeared that Councils in England could only retain 100% of the business rates for new businesses. He spoke of devolution of funding to Wales for services such as health and the discussions being undertaken about retention of business rates and he welcomed the progress being made.

Councillor Shotton spoke of the important role of Overview & Scrutiny in the budget process and the progression of the MTFs and added that the detail of the operational and service options would be discussed with Members at the budget setting sessions; the dates for these had not yet been finalised. The Chief Officer (Organisational Change) referred to the work that needed to be undertaken before detailed dialogue could be undertaken with Members.

Following a comment from the Chairman, Councillor Shotton said that there were winners and losers in terms of the funding formula for Councils in Wales but added that there had been a suggestion that this would be reviewed following the proposed re-organisation. He spoke of the comments of the Wales Audit Office on the 7% cuts faced by Flintshire County Council as a result of the formula when compared to the 3% average reduction. Councillor Shotton also spoke of the importance of the Council making its case for support from WG.

Councillor Jones sought clarification on who decided the 'acceptability' of budget cuts and also, in referring to the 16/17 service reviews and in particular the privatisation of the Streetscene service, queried where the £1m saving would be found from if the service was not privatised. He suggested that the service reform had already been agreed by Council in its determination of the MTFs on 24th September 2015. Councillor Shotton reminded Members that the meeting had not set the budgets for 2016/17 but had agreed to undertake further consultation on possible proposals. The 'acceptability' of the proposals would be considered by Members at the budget setting meetings which would include further discussion or challenge of the business plans and options submitted by individual departments. He added that even with the proposals put already put forward for consideration, the Council would still have a budget gap and that was why the support of all Councillors had been sought at the Council meeting to undertake early engagement with WG on the dreadful situation facing the Council.

Councillor Arnold Woolley raised concern about possible alternatives on the contents of the strategy if it did not succeed and commented on options that could be considered by Members to establish whether they were acceptable or not. Councillor Shotton referred to the list in Part 2 of the MTFS which were services that could be at risk if the assistance to be requested from WG was not forthcoming. On the issue of alternatives, he felt that this Committee had a significant role to play.

In response to a query from Councillor Carolyn Thomas, the Corporate Finance Manager confirmed that prudential borrowing had only been used for the provision of new school buildings and not for existing buildings.

Councillor Marion Bateman referred to the total amount of inflation which was forecast to be £12.5m and queried whether this forecast remained the same. She also asked what rate of inflation had been used. The Corporate Finance Manager explained that a review had been undertaken and the amount identified for inflation had been reduced by £1m. He added that it was necessary to use different rates of inflation for different areas.

Councillor Carolyn Thomas suggested that the Committee should scrutinise the options listed in the MTFS documents before the commencement of the budget setting process and spoke of the importance of ensuring that the public were aware of the difficulties facing the Council. Councillor Shotton commented on the Member workshop sessions that had been held for the 2015/16 budget process and that similar workshops could also be organised for this year. He also suggested that there was a need for the Overview & Scrutiny Chairs to meet to discuss the budget setting process. The Chief Officer (Organisational Change) spoke of the critical areas of work that needed to be undertaken on alternatives, the appetite for local communities to take over delivery of some services to ensure they were sustainable and on the discussions needed with WG. He felt that it was important that information on these areas was available before discussions with Members were undertaken.

In referring to the earlier comment from Councillor Jones that the privatisation of Streetscene in 2017/18 had already been agreed, Councillor Shotton confirmed that this was not the case and he spoke of the importance of Members being provided with sufficient detail on each of the proposals put forward for them to decide if they could be progressed. The Chairman queried which Overview & Scrutiny Committee would consider any proposals for changes to services. In response, the Chief Officer (Organisational Change) explained that the overall project of alternative delivery models would be considered by the Organisational Change Overview & Scrutiny Committee but this would be in parallel to consideration by the relevant Overview & Scrutiny Committee. Councillor Jones felt that it was important to separate the service areas listed in the Part 2 of the MTFS document from the service reviews and suggested that it was premature to discuss alternatives to the MTFS list at this stage. Councillor David Roney spoke of the importance of provide Members with details on the proposals put forward by departments as

soon as possible to allow discussions to take place in workshops at the earliest opportunity.

Councillor Arnold Woolley agreed with the comments made and suggested that a fourth recommendation be included, as follows:-

‘To be advised at the earliest possible moment of any apparent need to implement all or any of the list on page 22 of the Medium Term Financial Strategy Part 2 document and others in order to discuss the implications and acceptability thereof’.

On being put to the vote, the additional recommendation was agreed.

RESOLVED:

- (a) That the resolutions on the Medium Term Financial Strategy that were passed by Council on 24th September 2015 be noted;
- (b) That the recommendations to review and comment on the strategy, and the implementation of the above resolutions of Council and to advise on alternatives to the contents of the strategy as a contingent should it not succeed be noted at this stage; and
- (c) That the Committee wishes to be advised at the earliest possible moment of any apparent need to implement all or any of the list on page 22 of the Medium Term Financial Strategy Part 2 document and others in order to discuss the implications and acceptability thereof.

41. REVENUE BUDGET MONITORING 2015/16 (MONTH 4) AND CAPITAL PROGRAMME 2015/16 (MONTH 4)

Revenue Budget Monitoring 2015/16 (Month 4)

The Corporate Finance Manager introduced a report to provide Members with the Revenue Budget Monitoring 2015/16 (Month 4) for the Council Fund and Housing Revenue Account (HRA) which was to be submitted to Cabinet on 13 October 2015.

For the Council Fund, the projected net in-year expenditure was forecast to be £0.425m higher than budget which was an increase of £0.637m on the underspend at Month 3. Appendix 1 detailed the movements from Month 3 which included domiciliary care and additional running costs of the Euticals site. At the previous meeting, Members had sought clarification on the variances within the Streetscene & Transportation directorate and the Corporate Finance Manager indicated that this information had been circulated to Members the previous day. Appendix 3 provided details of the latest position of the programme of efficiencies and it was projected that £10.878m (84%) would be achieved resulting in a net underachievement of £1.996m. There had been no change since Month 3 to the amounts held for inflation and the full details of the amounts held were reported in paragraphs

1.10 to 1.12. Taking into account the current overspend at Month 4, the balance on the contingency reserve at 31 March 2016 was projected to be £4.111m. A new section had been included on Earmarked Reserves to provide a greater understanding of reserves held and the Corporate Finance Manager explained that a reserves protocol had been considered by the Audit Committee and approved by County Council on 24 September 2015.

The Month 4 monitoring report for the HRA was projecting in year expenditure to be £0.002m higher than budget and a projected closing balance as at 31 March 2016 of £1.235m, which at 4% of total expenditure satisfied the prudent approach of ensuring a minimum level of 3%.

In response to a query from Councillor Robin Guest on Earmarked Reserves, the Corporate Finance Manager explained that reserves had been undertaken in the previous two budget rounds which had identified £3.5m and £1m had been identified for 2015/16. Some of this reserve had been used to fund one-off costs in the current year.

Councillor Arnold Woolley sought clarification on the underachievement of efficiencies of £1.996m and the Corporate Finance Manager advised that it was anticipated that the efficiencies would be achieved in 2016/17.

Following a query from Councillor Carolyn Thomas on admin vacant posts, the Corporate Finance Manager advised that the savings were now shown under the specific portfolio area.

Capital Programme 2015/16 (Month 4)

The Corporate Finance Manager introduced the report to provide Members with the Capital Programme Monitoring 2015/16 (Month 4) which was also to be submitted to Cabinet on 13 October 2015.

The Capital Programme had increased by £75.438m in the period, mainly due to the HRA Subsidy Buyout which was made in the early part of 2015/16. There had also been a rollover of £5.767m from 2014/15, additional grant funding of £4.223m and £0.500m for Community Asset Transfers. These increases had been offset by a decrease in funding required for 21st Century schools and savings in the allocation to Flintshire Connects projects. The revised programme was reported in table 1 and showed the programme total as £146.997m and table 2 highlighted the changes during this period. A rollover of £0.345m had been identified and the cost of the required works would be reflected in the programme for 2016/17, if approved by Cabinet on 13 October 2015. Table 5 showed the financing resources and table 6 reported the funding of approved schemes and was projecting a surplus of £1.026m to 2016/17.

Councillor Marion Bateman requested further information on recycling sale costs, in particular details of tonnages and price fluctuation and whether any trends over the previous two years could be identified.

RESOLVED:

That having considered and commented on the Revenue Budget Monitoring 2015/16 (Month 4) and Capital Programme 2015/16 (Month 4), the Committee confirmed that it did not have any specific matters that it needed to refer to Cabinet at its meeting on 13th October 2015.

42. WORKFORCE INFORMATION QUARTER 1

The Member Engagement Manager introduced the report to provide Members with an update for the first quarter for 2015/16 for the following:

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

He detailed the highlights in the report which included that the quarter one figures for 2015/16 showed an overall decrease of 45 full time equivalent (FTE) across the Council. The cumulative employee absence for 2015 was forecast to be 9.92 FTE days which was slightly higher than the annual target of 9.60. The majority of absences were within the quarterly target except for Social Services and Streetscene & Transportation which continued to show higher rates of absence. However, there was an ongoing improvement within these areas. Senior Management competency based appraisals were being carried out and the roll out of the appraisals to staff was being undertaken. The agency spend for quarter 1 was £805,000 which had exceeded the quarterly target of £700,000 and the majority of agency spend was within the Social Services and Streetscene & Transportation areas. The use of agency staff within Streetscene & Transportation continued to be attributable to the number of vacancies at operative level which had yet to be filled pending the roll out of the various business planning proposals. Social Services were currently carrying a large number of vacancies in some areas due to gaps created as a result of an influx of staff leaving the employment of the authority. He indicated that the Business Information and Compliance Adviser would respond to matters of detail in Members' questions.

In response to a query from Councillor Ian Smith about 'the 12 week AWR' in paragraph 3.06, the Business Information and Compliance Adviser advised that this referred to Agency Worker Regulations and explained that if agency workers had been appointed for 12 weeks or more, then the authority could incur additional costs as the worker would have equal pay as an employee.

Councillor Carolyn Thomas raised concern about the number of agency workers being used in Streetscene & Transportation and indicated that she would raise the issue at the relevant Overview & Scrutiny Committee.

The Cabinet Member for Corporate Management, Councillor Billy Mullin, welcomed the dashboard format of the appendix to the report as he felt that the information was easier to read.

Councillor Arnold Woolley sought clarification on the reduction in the overall workforce referred to in paragraph 3.01 as this was significantly lower than the 151 active agency placements reported in paragraph 3.06. The Business Information and Compliance Adviser responded that the number of vacancies was based on full and part time positions overall and therefore this would differ from the FTE figure.

Councillor Richard Jones referred to the age profile for non-schools and queried whether the larger number of older employees within Organisational Change was a concern. The Chief Officer (Organisational Change) said that in the current financial climate there was a large turnover of staff but a significant amount of work had been undertaken on succession planning. He added that it was important to develop staff to enable them to take on responsibility and that talent identification was a key part of the work. In response to a further query from Councillor Jones about the large number of employees leaving voluntarily, the Business Information and Compliance Adviser indicated that there was a higher turnover rate in the youngest age group leaving to develop their careers elsewhere. Councillor Peter Curtis felt that succession planning should be an ongoing project within the authority to ensure that employees leaving the Council could be replaced by staff with the same or better skills.

In response to a query from the Chairman, the Business Information and Compliance Adviser confirmed that it would be possible to provide a breakdown of teacher and non-teachers in the dashboard for the age profile for schools. The Chairman also asked whether details of the ratio of agency and non-agency staff could be provided. Councillor Andy Dunbobbin suggested that details of multi-skilled employees could be included in the report. The Chief Officer (Organisational Change) suggested that there was a need to analyse the data within the dashboard to make it more meaningful for future reports. The Business Information and Compliance Adviser confirmed that the additional information requested could be included in future reports and that the teacher/non-teacher breakdown could be included for the quarter 2 report in November 2015.

Following a comment from Councillor Curtis, the Chief Officer (Organisational Change) referred to the large turnover of agency staff within the Streetscene & Transportation directorate.

The Chairman queried whether employees who had stepped down a level to retain their employment would be asked to cover at a higher level on a

temporary basis if required. The Business Information and Compliance Adviser confirmed that employees could be asked to undertake secondment opportunities on a temporary basis if the service required it.

RESOLVED:

- (a) That the Workforce Information report for quarter one be received; and
- (b) That the requests for further information be included in the reports to future meetings.

43. FORWARD WORK PROGRAMME

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

He explained that the Police & Crime Commissioner had been due to attend this meeting to discuss the Crime & Policing Plan for 2016/17 but this would now be considered at the December 2015 meeting. The Member Engagement Manager provided details of the items scheduled for the meetings in November and December 2015. He explained that provisional budget consultation meetings were scheduled in the diary for 11th to 18th December 2015 and 15th to 29th January 2016 but it had not yet been determined which date would be allocated to which Overview & Scrutiny Committee.

In response to a question from Councillor Ian Smith about whether meetings of the Committee could be held in the afternoons rather than the morning, the Member Engagement Manager indicated that the diary had been submitted to the Annual meeting of the Council in May, where it had been agreed. Any requests to hold the meetings in the afternoon would need to be submitted in advance of the next Annual meeting in May 2016 to allow consideration to be given to the request.

RESOLVED:

- (a) That the Forward Work Programme, as amended at the meeting, be approved; 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.

44. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

(The meeting started at 10.00am and ended at 11.39am)

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Chairman



Your Services Your Choices

**PUBLIC CONSULTATION ON HOW TO
MAINTAIN EXCELLENT, AFFORDABLE FIRE
AND RESCUE SERVICES IN NORTH WALES
IN 2016-17 AND BEYOND.**

Autumn 2015

CONTENTS

Introduction	3
Brief overview of North Wales Fire and Rescue	5
The proposed objectives for 2016-17	
Draft objective 1	6
Draft objective 2	7
Draft objective 3	9
Draft objective 4	15
What do you think about our ideas for improvement?	16
Some questions answered	17

INTRODUCTION

This public consultation is about the fire and rescue services provided in North Wales. North Wales Fire and Rescue Authority is inviting anyone with an interest to give their views on how fire and rescue services should be developed in North Wales in the next few years.

We all understand that there is less money for public services to use than we would like, but accept that the situation is unlikely to improve for a number of years. Anyone involved in public services will know how hard it is to continue to provide the services that people expect when the money isn't available.

At North Wales Fire and Rescue we have gone beyond the phase of reducing internal costs, finding ways of economising and cutting waste. Our revenue budget is made up of county council contributions. Making savings has meant that our services now cost the equivalent of £46 per head of population – the same as they did in 2010-11. But we still have to think about how many more years we can continue with the same level of contributions. And if our costs were to rise, where would the money come from?

The fire and rescue service has done a remarkable job on reducing demand for its services by focussing on fire prevention. People are much better now at avoiding fires than they were even ten years ago. But what should that mean for the future size and shape and purpose of the fire and rescue service? People expect an emergency response when they are in need, but providing a service 'just in case' costs money.

People can start to think about fires in their own geographical area, forgetting that they might also need fire and rescue services while they are visiting other areas, or travelling. As an Authority for the whole of North Wales our concern is for the whole area and the whole population. Similarly, as an Authority working alongside other public service providers we recognise that we have to play our part in reducing costs. It's a very difficult balance to make, but we think that we have come up with a way of doing just that – looking after the whole population of North Wales without costing the earth.

We hope you agree with us, but we want to know if there is anything else we haven't considered that would make a difference. Obviously, we would also welcome your comments if you support our plans.

BRIEF OVERVIEW OF NORTH WALES FIRE AND RESCUE

North Wales Fire and Rescue Authority is one of three fire and rescue authorities in Wales. It was established in 1996 to provide fire and rescue services in Anglesey, Gwynedd, Conwy, Denbighshire, Flintshire and Wrexham.

The Authority is made up of 28 elected county councillors who are nominated by their own county council to serve as members of the Authority. In this capacity Members are expected to act in the best interests of the whole of North Wales, not just their own county area.

The Authority makes decisions about the level of fire and rescue services that will be provided in North Wales, and sets its annual budget to match that level of service.

What services does North Wales Fire and Rescue provide?

- Fire prevention and community safety education
- “Blue light” response to fires and non-fire emergencies
- Enforcement of fire safety in non-domestic premises
- Planning and response to large scale and serious emergency situations

How much does North Wales Fire and Rescue cost to run?

Around £32million per year - the equivalent of £46 per year for every North Wales resident.

Who pays for North Wales Fire and Rescue?

The six county councils in North Wales all contribute towards a central fund that is used to provide fire and rescue services.

How do I take part in this Public Consultation?

Think about what the impact of what we are proposing to do, and let us know your views **BEFORE 11th December 2015**.

THE PROPOSED OBJECTIVES FOR 2016-17

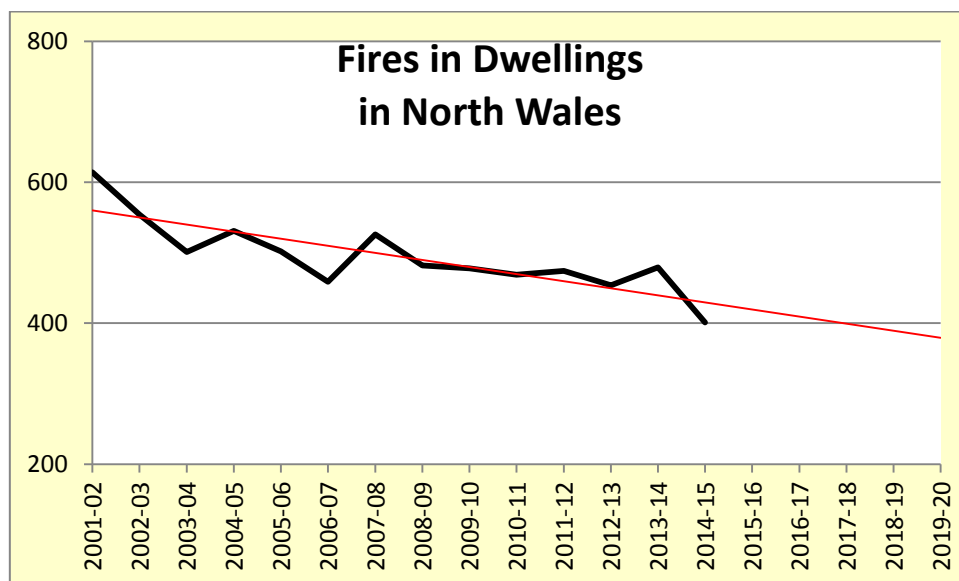
Draft Objective 1 – Carry on helping to keep people safe from fire in their homes

This is not the first time that we have adopted this as our first objective, but by doing so it reflects the importance that we place on this aspect of our service delivery.

The place where people are most likely to be killed or injured by fire is in the home. It is where people are most relaxed and least alert to danger, where they worry least about their own safety from fire. They fall sleep, get distracted and forget to check. In workplaces and public buildings there are laws that require the people responsible for those places to formally plan and reduce risk from fires. But people don't tend to think in the same way about their fire safety measures when they are at home.

So although we have made significant in-roads and seen a remarkable reduction in the number of dwelling fires that occur, there is still more to do. We would not want to see financial constraints preventing us from continuing to focus on helping to keep people safe in their own homes.

In 2016-17, therefore, we will continue to keep fire safety in the home as our first and most important objective.



Draft Objective 2 – Working hard to make our budget go further so that we don’t have to ask the county councils for any higher contributions

We know that money is in short supply for running public services, and the forecasts are that things are unlikely to get better for a number of years. We have worked hard to cut our spending by economising where that’s possible and becoming more efficient in the way we do things.

North Wales Fire and Rescue Authority is financed mainly by contributions from the six unitary authorities in North Wales in proportion to their population. Its annual revenue budget is currently set at just under £32million.

£	Contribution 2011/12	Contribution 2012/13	Contribution 2013/14	Contribution 2014/15	Contribution 2015/16
Anglesey	3,236,545	3,219,270	3,216,231	3,198,669	3,200,523
Gwynedd	5,588,685	5,525,827	5,507,985	5,588,255	5,602,787
Conwy	5,240,568	5,206,959	5,198,570	5,283,704	5,289,891
Denbighshire	4,549,039	4,569,316	4,593,630	4,342,155	4,360,740
Flintshire	7,051,716	6,981,590	6,955,089	7,018,721	7,033,548
Wrexham	6,266,101	6,269,049	6,300,506	6,340,507	6,398,354
TOTAL	31,932,654	31,772,011	31,772,011	31,772,011	31,885,843
Cost per head of population	£47	£46	£46	£46	£46

After freezing our annual budget for three years, we realised last year that we would have to increase it slightly. However, we gave an undertaking to the North Wales county councils that we would aim to limit any increase in the money that we would ask them to contribute towards our running costs to a maximum equivalent of £1 per head of population.

That undertaking remains, but because we recognise the financial pressures facing the county councils, we propose to do even better than that. We intend, through careful planning, to freeze our annual budget at this year’s level for another three years. Potentially, that could reduce county council contributions for fire and rescue services to as low as the equivalent of £45 per head of population per year – the same as it was in 2008-09.

We do not expect this to be easy to achieve. Having already cut £3million from our annual running costs, our capacity to absorb unavoidable cost increases for the next three years is limited. We estimate that these unavoidable increases

could be in the region of another £2million. However, we recognise the value of supporting the delivery of a broad range of excellent public services in North Wales and therefore we wish to collaborate as much as possible to ensure the safety of people in North Wales.

Draft Objective 3 – Still protecting ALL our communities, but with better planning

Back in 2012 as part of our annual consultation we asked you whether you would prefer to:

- a) keep a fire station open because it was close to your home, but accepting that it was not available for several hours a week, or
- b) have a fire station that is always ready to respond, but accepting that it is several miles further away from your home.

What we were starting to tackle was the problem of an outdated duty system that makes it difficult to attract and keep enough retained (part time) firefighters to provide cover, particularly at certain times of day. This is partly because the level of commitment required (to stay within 4 or 5 minutes of a fire station for up to 120 hours a week or more) is becoming less realistic at a time when people tend to work and socialise away from where they live.

We were also concerned about the cost, time and effort it takes to maintain and manage a problematic duty system that has a high turnover of staff who realise that their primary employment has to come first, or that the pressure of the work commitment is too great on their personal or family life.

Although only a few people responded in 2012, your responses were useful. The majority favoured the second option – having a fire station further away, but definitely available – but there was a sense of nervousness about what ‘several miles further away’ might mean and no appetite for closing any fire stations. The idea of being ‘definitely available’ was appealing, but people seemed to need more information before being able to support us on the ‘further away’ aspect.

WHAT HAPPENS NOW IF I RING 999?

Your call is passed to a fire control operator who takes the details of the incident. Using mapping and mobilising computer programs, the control operator will identify the nearest available fire engine and send the details of the incident to the crew of that fire engine.

If the responding crew members are wholetime firefighters on a wholetime shift station, they will mobilise immediately. There are wholetime shift stations in Wrexham, Deeside and Rhyl.

If the responding crew members are wholetime firefighters on a wholetime day crewed station and the call comes in between the hours of midday and 10pm, they will mobilise immediately. There are wholetime day crewed stations in Colwyn Bay, Llandudno, Caernarfon, Bangor and Holyhead.

If the responding crew members are retained firefighters or day crewing firefighters between 10pm and midday, they will make their way to the fire station (aiming to do so in under 5 minutes) and mobilise from there. There are retained fire stations in 36 locations around North Wales, and a further 8 fire engines mainly crewed by retained personnel located at the 8 wholetime stations listed above.

WHERE DOES THE FIRE ENGINE COME FROM NOW?

There are 44 fire stations in North Wales, and 54 fire engines. How many of those fire engines are actually available, however, fluctuates from hour to hour according to the availability of firefighters.

For safety reasons, we insist on a minimum of four firefighters to crew a fire engine. If we don't have four available with the necessary skills and command experience, then that fire engine is said to be 'off the run', or unavailable. If we know in advance that we don't have a crew of four retained firefighters available, we might send a wholetime firefighter to make up a mixed crew if a call does come in, but there are limits to how often that can happen.

The 9 fire engines in North Wales that are crewed by wholetime firefighters are always available because wholetime firefighters work set shifts and their availability is known in advance. It can happen, though, that they are attending another incident when a call comes in.

The remaining 45 fire engines may or may not be available. We cannot guarantee how many will be available at any one time. It is not unusual for half of them to be unavailable, and availability can actually dip for a short while to as low as 15 fire engines to cover the whole area.

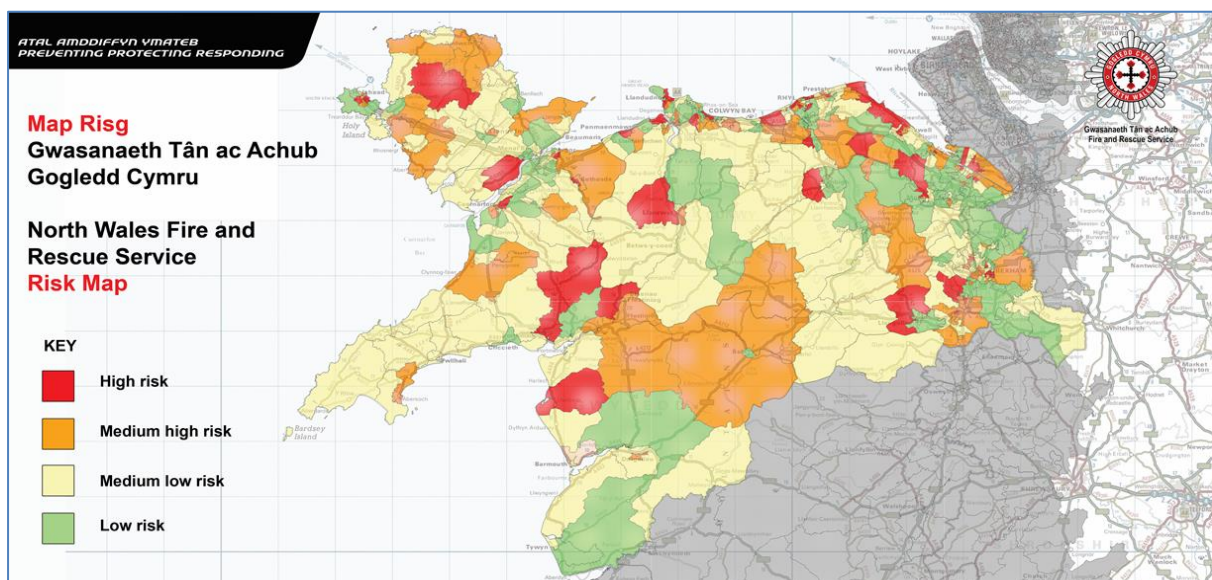
Why? Because we rely on retained firefighters being available to crew them, and because of the 'retained' nature of their employment contract with us they have to fit their availability to attend an emergency incident around their primary employment and other aspects of their daily life.

If individual retained firefighters know they are not going to be available and within 4 or 5 minutes of the fire station, they let us know so that the control mobilising system can be kept updated. So if the first choice of fire engine is unavailable or already out on another call, the control operator selects the next available fire engine to send.

So as things stand now, although a member of the public would know where their nearest fire station is, they would not know where the nearest available fire engine was at the time of their call.

We listened to the comments we received in 2012, and developed our thinking further. We analysed the distribution of risk across North Wales, both in terms of particular times and in terms of locations, and then tried to match that distribution.

We knew already that the majority of incidents happen in areas with higher populations - that's no surprise. However, when we analysed the *likelihood* of something happening – the risk – we saw a very different pattern of distribution. If we were to locate our resources only in areas of higher population density, then that would be to disregard the risk for anyone living, working, visiting or travelling in the other parts of North Wales.



So based on the principle of needing to protect the whole of North Wales at all times, not just the areas with a higher resident population, we looked at how to distribute our fire and rescue crews to best effect.

We realised that the answer did not lie with the fire stations (i.e. the actual buildings) but with the planning and management of our fire crews. We were also thinking about how we could address the problem of availability of retained crews and saw that there was an opportunity to keep fire stations open but to group together the crews that work from them so that we could be more certain about the availability of at least one fire crew in an area.

We also wanted to make sure that we took account of the differences in risk profile at different times. Many people are out at school or work during the

day, and those who are at home are usually awake and alert. At other times, there are more people at home, and they tend to be more relaxed and less alert. As we described for Objective 1, this time of being at home and relaxed is when the risk increases. So we worked out that while 20 'crewing groups' could cover the area during times of relatively lower risk, 38 'crewing groups' would be a much better level of provision for those times of relatively higher risk.

WHAT WOULD HAPPEN IN FUTURE IF I RANG 999?

Your call would still be passed to a fire control operator who would take the details of the incident. The control operator would still identify the nearest available fire engine(s) and send details of the incident to the crew members.

The availability of individual retained firefighters would still fluctuate, but by using the 'crewing groups' we would have much better control over ensuring that at least 20 fully-crewed fire engines would be available and strategically distributed across North Wales during times of lower risk, and at least 38 fully crewed fire engines at times of higher risk. This would be a very big improvement.

Individual retained firefighters would still need to let us know when they were going to be unavailable or out of reach of a fire station so that we could keep an eye on which fire engines could be mobilised. But by being part of the new 'crewing groups' they should find that they can find a better balance between their fire service commitment and their other commitments.

With the introduction of new, modern alerters, we have the ability to allow firefighters to work more flexibly so that they would not be limited to only responding from one particular fire station. Wholtime and retained firefighters regularly work together as part of the same crew. We would continue to insist on having an absolute minimum of four firefighters to take out a fire engine (for safety reasons), but there would be more opportunities to allocate any additional firefighters to crew other fire engines – probably in the same crewing group but potentially in a neighbouring one. At the moment the process can be quite wasteful of available resources. For example, if nine retained firefighters happen to be available, the last four or five to reach the fire station might only arrive in time to see the fire engine driving away. If this happens repeatedly firefighters can become frustrated and disillusioned by missed opportunities to put all their training into practice.

In future, a member of the public would know that at least twenty fire engines would be available at times of lower risk and at least thirty-eight would be available at times of higher risk.

Fire engines may not necessarily come from their nearest fire station, but that would be no different from now. The additional certainty is what makes this proposal so much better than the current arrangements.

Objective 4 – Exploring the possibility of doing more things for our communities

Over the years, the fire and rescue service has very successfully transformed itself into an organisation that does a lot more fire prevention work alongside its fire and rescue emergency response work. But it could do more. Some fire and rescue authorities in other parts of Britain have already started to diversify their work, by, for example, taking on co-responding with the ambulance service and broadening out their work to help people stay safe in their own homes beyond just advising on fire safety.

Given our success in driving down demand for extinguishing fires, we think that the time is right to review what else we can add to the list of services that we provide. We want to make sure that we remain available to respond to any fire or rescue emergency, but we would like to explore the possibility of using the resources we have available as productively as we can by helping to keep our communities safe from more than just fire. At a time when public services are under strain, it seems the right thing to do. It also makes good sense for us to at least explore how we could support other parts of the public sector as we all collectively aspire to help look after our local communities.



WHAT DO YOU THINK ABOUT OUR IDEAS FOR IMPROVEMENT?

North Wales Fire and Rescue Authority will be submitting an estimate of its required level of funding for 2016-17 to the county councils in North Wales in December 2015, and confirming the final figure by the middle of February 2016.

We would like to have our plans ready for the start of the 2016-17 year, but before we make our final decisions we want to know what people think about our proposals. Is the Authority right to keep the prevention of fire deaths and injuries as its first objective? Is it realistic to expect it to keep its budget low AND to broaden out the range of services that it offers? Would you support the new crewing groups that we are proposing to introduce? If not, why not?

Please send your comments before 11th December 2015:

By post to:

North Wales Fire and Rescue Authority
Fire and Rescue Service Headquarters
Ffordd Salesbury
St Asaph Business Park
St Asaph
Denbighshire, LL17 0JJ

By e-mail to:

futurefire@nwales-fireservice.org.uk

You can also visit

www.nwales-fireservice.org.uk

Twitter @northwalesfire

www.facebook.com/northwalesfireservice

By completing the questionnaire:

<http://goo.gl/kK5iwZ>

SOME QUESTIONS ANSWERED

Q. Where will my nearest fire station be?

We are not proposing to close any fire stations, so your nearest fire station will still be where it is now.

As happens already, the nearest available crew(s) will be mobilised to incidents, but what we are proposing is a more closely managed system based on having a minimum of 20 fire crews strategically placed and available during times of lower risk, and 38 fire crews strategically placed and available at times of higher risk.

Compared to what is available now, that represents a significant improvement.

Q. Why don't you just close some fire stations?

There are several reasons why we have not taken this route. Firstly, keeping the building is not the main expense – the main costs are to do with employing staff. So closing fire stations would not save very much at all in terms of revenue costs. Secondly, we see the fire stations themselves as community assets that could potentially be developed so that other public or voluntary sector organisations could share the space with us. And thirdly, the existing fire stations provide us with the flexibility to move our crews around according to changing risk profiles. In time we may be forced to reconsider, but for now it makes good sense to keep all 44 fire stations open.

Q. If the fire engine has to come from further away, how can you say that that is an improvement?

It has always been the case that if the fire engine in the nearest fire station is “off the run” (unavailable) or already out on another call, then the next nearest available one would be mobilised. People have been able to see the fire station and the fire engine and may have wrongly assumed that there would be a crew of firefighters available to crew it if needed.

How far away the next available fire engine is would depend on a number of factors including the current distribution of fire stations, the local road network, simultaneous demand in the area, and the availability of individual firefighters with the right combination of skills and command experience to make up a safe, functioning fire crew.

The improvement would come from having better control over the availability of fire crews. Under these new proposals we would be able to keep 20 strategically placed fire crews available at times of lower risk and 38 available at times of higher risk.

Q. Other services are centralising their resources as a way of cutting costs – why doesn't the fire and rescue service do the same?

We know that we attend more incidents in areas where the population is highest, but we want to protect the whole of North Wales, not just the larger towns. When we undertook an assessment of risk across the whole area it showed that there are areas of relatively higher risk distributed throughout North Wales, and that the risk profile of different areas do change. For this reason, we want to retain the flexibility to respond to varying levels of risk, and as far as possible to organise our fire crews to match the level of risk.

Q. Why don't you just employ more retained firefighters?

Simply employing more does not solve the problem if those additional firefighters are not available either. In some areas people travel miles from home to go to work, so putting them too far from their allocated fire station to remain 'on the run'. In some areas, the profile of the local population means that despite our repeated attempts at recruiting people as retained firefighters we have not managed to attract sufficient interest from people who can pass the stringent fitness and other entry tests. Also, all too often firefighters leave because there have been changes in their primary employment which means that they can no longer be available when we need them to be. So even when we have been able to recruit and train people we see a high turnover of staff.

Q. Why don't you employ more wholetime firefighters?

Employing more wholetime firefighters would solve the problem of availability, but it would be extremely hard to justify the cost of increasing the total number employed at a time when the public services are under financial pressure.

We have been trialling some new part-time wholetime duty contracts as an alternative to the retained duty contracts and we hope to continue to explore more sustainable and affordable contracts in future.

Q. Isn't this just a reduction in the standard of service that I receive?

No. The four proposals should give reassurance to the public that we will:

1. continue to put the emphasis on their safety by helping to prevent fire deaths and injuries;
2. play our part in helping the county councils in their financial planning at this time of tight public sector budgets;
3. keep fire stations open and improve the availability of fire crews;
4. find ways of doing even more, different things to improve public safety.

In addition to that, we will continue to abide by the seven commitments that we have already made in our Dwelling Fires Response Charter to:

1. Take the lead in driving down the number of dwelling fires that occur and in reducing their impact on people.
2. React quickly and efficiently every time we receive an emergency 999 call to attend a dwelling fire.
3. Attend dwelling fires swiftly and properly equipped to deal with them.
4. Deal with dwelling fires effectively, efficiently and professionally.
5. Help to restore normality to communities in the aftermath of dwelling fires.
6. Investigate the causes of dwelling fires and hold relevant people to account when appropriate to do so.
7. Strive to maintain high standards and improve aspects of what we do.

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CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 12 November 2015
Report Subject	Revenue Budget Monitoring (Month 5)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	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 5) Report.

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2015/16 (Month 5) report. 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	EXPLAINING THE REVENUE BUDGET MONITORING POSITION FOR MONTH 5 - 2015/16
1.01	The Revenue Budget Monitoring 2015/16 (Month 5) report will be presented to Cabinet on Tuesday 17 November 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 5).

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	As set out in Appendix A; Revenue Budget Monitoring 2015/16 (Month 5).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2015/16 (Month 5).

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None required.</p> <p>Contact Officer: Sara Dulson, Finance Manager Telephone: 01352 702287 E-mail: sara.dulson@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p>(1) 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.</p> <p>(2) 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.</p>



CABINET MEETING

Date of Meeting	Tuesday 17 November 2015
Report Subject	Revenue Budget Monitoring 2015/16 (Month 5)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance Manager
Type of Report	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 5, and projects forward to year-end.

The projected year end position, as estimated at Month 5 is as follows:

Council Fund

- Net in year expenditure forecast to be £0.595m higher than budget
- Projected contingency reserve balance at 31 March 2016 of £3.941m

Housing Revenue Account (HRA)

- Net in year expenditure forecast to be £0.041m higher than budget
- Projected closing balance as at 31 March 2016 of £1.196m

RECOMMENDATIONS

1	Note the overall report and the projected Council Fund contingency sum as at 31 st March 2016.
2	Note the projected final level of balances on the Housing Revenue Account.

REPORT DETAILS

1.00	EXPLAINING THE REVENUE BUDGET MONITORING POSITION FOR MONTH 5 - 2015/16																																																																											
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" data-bbox="300 629 1388 1451"> <thead> <tr> <th data-bbox="300 629 719 842">TOTAL EXPENDITURE AND INCOME</th> <th data-bbox="719 629 900 842">Original Budget</th> <th data-bbox="900 629 1080 842">Revised Budget</th> <th data-bbox="1080 629 1260 842">Projected Outturn</th> <th data-bbox="1260 629 1388 842">In-Year Over/ (Under) spend</th> </tr> <tr> <td></td> <th data-bbox="719 842 900 875">£m</th> <th data-bbox="900 842 1080 875">£m</th> <th data-bbox="1080 842 1260 875">£m</th> <th data-bbox="1260 842 1388 875">£m</th> </tr> </thead> <tbody> <tr> <td data-bbox="300 875 719 909">Social Services</td> <td data-bbox="719 875 900 909">59.696</td> <td data-bbox="900 875 1080 909">59.670</td> <td data-bbox="1080 875 1260 909">59.645</td> <td data-bbox="1260 875 1388 909">(0.025)</td> </tr> <tr> <td data-bbox="300 909 719 943">Community & Enterprise</td> <td data-bbox="719 909 900 943">12.598</td> <td data-bbox="900 909 1080 943">12.706</td> <td data-bbox="1080 909 1260 943">12.523</td> <td data-bbox="1260 909 1388 943">(0.183)</td> </tr> <tr> <td data-bbox="300 943 719 999">Streetscene & Transportation</td> <td data-bbox="719 943 900 999">27.782</td> <td data-bbox="900 943 1080 999">27.770</td> <td data-bbox="1080 943 1260 999">28.878</td> <td data-bbox="1260 943 1388 999">1.108</td> </tr> <tr> <td data-bbox="300 999 719 1032">Planning & Environment</td> <td data-bbox="719 999 900 1032">4.887</td> <td data-bbox="900 999 1080 1032">5.331</td> <td data-bbox="1080 999 1260 1032">5.506</td> <td data-bbox="1260 999 1388 1032">0.175</td> </tr> <tr> <td data-bbox="300 1032 719 1066">Education & Youth</td> <td data-bbox="719 1032 900 1066">13.760</td> <td data-bbox="900 1032 1080 1066">13.563</td> <td data-bbox="1080 1032 1260 1066">13.546</td> <td data-bbox="1260 1032 1388 1066">(0.017)</td> </tr> <tr> <td data-bbox="300 1066 719 1099">Schools</td> <td data-bbox="719 1066 900 1099">82.670</td> <td data-bbox="900 1066 1080 1099">83.157</td> <td data-bbox="1080 1066 1260 1099">83.157</td> <td data-bbox="1260 1066 1388 1099">0.000</td> </tr> <tr> <td data-bbox="300 1099 719 1133">People & Resources</td> <td data-bbox="719 1099 900 1133">4.595</td> <td data-bbox="900 1099 1080 1133">4.644</td> <td data-bbox="1080 1099 1260 1133">4.674</td> <td data-bbox="1260 1099 1388 1133">0.030</td> </tr> <tr> <td data-bbox="300 1133 719 1167">Governance</td> <td data-bbox="719 1133 900 1167">8.689</td> <td data-bbox="900 1133 1080 1167">8.728</td> <td data-bbox="1080 1133 1260 1167">8.897</td> <td data-bbox="1260 1133 1388 1167">0.169</td> </tr> <tr> <td data-bbox="300 1167 719 1200">Organisational Change</td> <td data-bbox="719 1167 900 1200">9.569</td> <td data-bbox="900 1167 1080 1200">9.635</td> <td data-bbox="1080 1167 1260 1200">9.466</td> <td data-bbox="1260 1167 1388 1200">(0.169)</td> </tr> <tr> <td data-bbox="300 1200 719 1234">Chief Executive</td> <td data-bbox="719 1200 900 1234">3.296</td> <td data-bbox="900 1200 1080 1234">3.195</td> <td data-bbox="1080 1200 1260 1234">3.010</td> <td data-bbox="1260 1200 1388 1234">(0.185)</td> </tr> <tr> <td data-bbox="300 1234 719 1290">Central & Corporate Finance</td> <td data-bbox="719 1234 900 1290">23.915</td> <td data-bbox="900 1234 1080 1290">23.058</td> <td data-bbox="1080 1234 1260 1290">22.750</td> <td data-bbox="1260 1234 1388 1290">(0.308)</td> </tr> <tr> <td data-bbox="300 1290 719 1323"></td> <td data-bbox="719 1290 900 1323"></td> <td data-bbox="900 1290 1080 1323"></td> <td data-bbox="1080 1290 1260 1323"></td> <td data-bbox="1260 1290 1388 1323"></td> </tr> <tr> <td data-bbox="300 1323 719 1451">Total</td> <td data-bbox="719 1323 900 1451">251.457</td> <td data-bbox="900 1323 1080 1451">251.457</td> <td data-bbox="1080 1323 1260 1451">252.052</td> <td data-bbox="1260 1323 1388 1451">0.595</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	59.670	59.645	(0.025)	Community & Enterprise	12.598	12.706	12.523	(0.183)	Streetscene & Transportation	27.782	27.770	28.878	1.108	Planning & Environment	4.887	5.331	5.506	0.175	Education & Youth	13.760	13.563	13.546	(0.017)	Schools	82.670	83.157	83.157	0.000	People & Resources	4.595	4.644	4.674	0.030	Governance	8.689	8.728	8.897	0.169	Organisational Change	9.569	9.635	9.466	(0.169)	Chief Executive	3.296	3.195	3.010	(0.185)	Central & Corporate Finance	23.915	23.058	22.750	(0.308)						Total	251.457	251.457	252.052	0.595
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1.02	The reasons for the projected variances occurring to date are summarised within appendix 2 with movements between periods summarised in appendix 1.																																																																											
1.03	<p>Significant budget movements between original and revised budget</p> <p>There were no significant budget changes between portfolios in month 5.</p>																																																																											
1.04	<p>Streetscene and Transportation</p> <p>The overall overspend within Streetscene & Transportation has increased from a projected £0.894m at Month 4 to £1.108m. The projected overspend within the service is due in part to the delay in the implementation of a number of efficiencies as reported to the Programme Board. In addition fluctuations in recycle sales due to a volatile market has led to an increased pressure on income projections which have resulted in a shortfall of</p>																																																																											

	£0.347m. Full details of movements are explained in Appendix 1.
	Programme of Efficiencies
1.05	The 2015/16 budget contains £12.874m of specific efficiencies which are being tracked through the relevant programme board.
1.06	Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.
1.07	This shows that it is currently projected that £10.803m (84%) will be achieved resulting in a net underachievement of £2.071m. The position will continue to be monitored and reported throughout the monthly monitoring process.
	Inflation
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).
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).
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.
	Reserves and Balances
	Unearmarked Reserves
1.11	The 2014/15 outturn reported to Cabinet on 14 th July 2015 showed unearmarked reserves at 31 March 2015 (above the base level of £5.769m) of £4.746m.
1.12	Taking into account the current overspend at Month 5 the balance on the contingency reserve at 31 st March 2016 is projected to be £3.941m.
1.13	This includes the expenditure of £0.210m approved at Month 3 for the costs of the Speed Limit Review.
1.14	The Council will shortly be commencing with a number of Community Engagement events to gain feedback on its Medium Term Financial Strategy. There is a requirement for £0.050m of one-off funding for animation, video and presentational costs and it is recommended that this is funded from the Contingency reserve.

1.15	<p>Earmarked Reserves</p> <p>The Council has developed a reserves protocol which was considered by Audit Committee and approved by County Council on 24th September 2015. This sets out the principles around how the council will determine, manage and review the level of its reserves and includes reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p>
1.16	<p>A summary of earmarked reserves was included as at Month 4. Quarter 2 information will be reported as part of the Revenue Monitoring Report 2014/15 (Month 6).</p>
1.17	<p>Housing Revenue Account</p> <p>On 17 February 2015 the Council approved a Housing Revenue Account (HRA) budget for 2015/16 of £30.776m.</p>
1.18	<p>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>
1.19	<p>The 2014/15 Outturn Report to Cabinet on 14th July 2015 showed a closing balance at the end of 2014/15 of £1.510m.</p>
1.20	<p>The Month 5 monitoring report for the HRA is projecting in year expenditure to be £0.041m higher than budget and a projected closing balance as at 31 March 2016 of £1.196m.</p>

2.00	RESOURCE IMPLICATIONS
2.01	<p>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.</p>

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None Required.

4.00	RISK MANAGEMENT
4.01	<p>Recycling</p> <p>The recycling market (paper in particular) is going through a volatile period with fluctuating re-cycle sale values. This will impact on 2015/16 recycling income levels for the Council. The current impact is reflected in the Month 5 projections and will continue to be monitored throughout the year.</p>

	Status: unstable/amber risk.
4.02	<p>Car Parking</p> <p>Due to car parking charges being introduced in some Flintshire towns later than anticipated during 2015/16, it is likely that there will be an increased shortfall in achieving the increased car park income targets. Therefore, work is currently ongoing to take account of the revised implementation dates and the subsequent affect this will have on revised income projections, the updated outturn position is reflected in the Month 5 projections. Status: unstable/amber risk.</p>
4.03	<p>Out of County Placements</p> <p>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>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>
4.05	<p>In Year Reductions in Specific Government Grants</p> <p>This is a generic risk associated with the risk of some Government grants reducing in year. Whilst these are being managed and mitigated where known, they can add to cumulative cost pressures. Status: unstable/amber risk.</p>

5.00	APPENDICES
5.01	<p>Council Fund – Movement in Variances from Month 4 – Appendix 1</p> <p>Council Fund – Budget Variances – Appendix 2</p> <p>Council Fund – Programme of Efficiencies – Appendix 3</p> <p>Council Fund – Movement on unearmarked reserves – Appendix 4</p> <p>Housing Revenue Account Variances – Appendix 5</p>

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None required</p> <p>Contact Officer: Sara Dulson Finance Manager</p> <p>Telephone: 01352 702287</p> <p>E-mail: sara.dulson@flintshire.gov.uk</p>

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	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.



**COUNCIL FUND - REVENUE BUDGET 2015/16
FLINTSHIRE COUNTY COUNCIL**

**Budget Monitoring (Month 5)
Summary of Movement from Month 4**

	£m	£m
Month 4		
Portfolios	0.738	
Central and Corporate Finance	(0.313)	
Variance as per Cabinet Report		0.425
Month 5		
Portfolios	0.903	
Central and Corporate Finance	(0.308)	
Variance as per Directorate Returns		0.595
Change Requiring Explanation		0.170
<u>Social Services</u>		
Services For Adults		
• Reablement Services (Intake and Reablement) - Community Care Officer reallocated to CHC Independence -(£0.030m), Other Minor variances amount to -(£0.005m).	(0.035)	
• Resources & Regulated Services (Intake and Reablement) - Movement due to vacancies being filled.	0.034	
• Residential and Domiciliary Services (Mental Health) - Movement due to increase in Joint funding income of -(£0.055m) from BCUHB.	(0.055)	
• Disability Services (Disability Services) - Reduction in forecast of transition clients care package costs for 15/16.	(0.072)	
• Other minor changes of less than £0.025m for Services for Adults.	(0.024)	
Subtotal: Services for Adults		(0.152)
Development & Resources		
• Finance (Deputyship team) - Reduction in customer care income.	0.019	
• Other minor changes of less than £0.025m.	0.069	
Subtotal: Development & Resources		0.088
Children's Services		
• Professional Support - Increase in court costs within resources In addition increases in Children & Young Adults Support Team (CYAST) support costs.	0.059	
• Other minor changes of less than £0.025m.	0.053	
Subtotal: Children's Services		0.112
Total: Social Services		0.048
<u>Community & Enterprise</u>		
Revenues & Benefits		
• Additional surplus on Council Tax Collection Fund.	(0.019)	
• Council Tax Reduction Scheme expenditure	0.014	
• Minor changes of less than £0.025m	0.001	
Subtotal: Revenues & Benefits		(0.004)
Minor changes of less than £0.025m.		
• Customer & Housing Services	0.004	
• Customer Services	(0.001)	
Subtotal: Customer Services		0.003
Total: Community & Enterprise		(0.001)

Streetscene & Transportation Portfolio

Ancillary Services & Performance	
• Further under achieving in the recycling market due to a volatile period with fluctuating re-cycle sale values	0.111
• Parking & Enforcement - delays in the implementation of car parking charges across the County	0.090
• Other minor changes of less than £0.025m	0.013
Subtotal: Ancillary Services & Performance	0.214
Total: Streetscene & Transportation	0.214

Planning & Environment Portfolio

Minor variances of less than £0.025m	
• Business	0.005
• Community	0.001
• Development	0.004
• Access	(0.001)
• Shared Service	(0.005)
• Strategy	0.001
• Administration	0.003
Total: Planning & Environment	0.008

Education & Youth

Minor variances of less than £0.025m	
• Primary & Early Years Education - Primary Schools	0.004
• Inclusion Services - Out of County	(0.009)
• Regional Services	(0.004)
• School Planning	(0.005)
• Adult & Community Education	0.005
• Youth Justice Service	0.003
• Youth & Community Service	(0.013)
Total minor variances of less than £0.025m	(0.019)
Total: Education & Youth	(0.019)

People & Resources

HR & OD	
Occupational Health - workforce costs have decreased by -(£0.012m) due to vacancies,	
• consultancy costs have reduced by -(£0.008m) due to less doctor consultant days and counselling sessions required.	(0.020)
• Minor changes of less than £0.025m.	(0.006)
Subtotal: HR & OD	(0.026)
Corporate Finance	
• Minor changes of less than £0.025m.	0.021
Subtotal: Corporate Finance	0.021
Total: People & Resources	(0.005)

Governance**Legal Services**

• Increase in workforce costs due to maternity cover and an increase in the duration of an agency contract.	0.030	
Subtotal: Legal Services		0.030

Minor variances of less than £0.025m

• Democratic Services	0.004	
• Business Support	(0.003)	
Total minor variances of less than £0.025m		0.001

Total: Governance		0.031
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Organisational Change**Property Design & Consultancy**

• Projected costs relating to the demolition of Connah's Quay office has been met through funding support from the Vibrant and Viable Places initiative resulting in -(£0.054m) savings within this service area. This approach will support wider strategic regeneration initiatives.	(0.054)	
Subtotal: Property Design & Consultancy		(0.054)

Minor variances of less than £0.025m

• Public Libraries & Arts, Culture & Events	(0.006)	
• County Archives	0.003	
• Leisure Services	0.001	
• Valuations & Estates	0.014	
• Facilities	(0.017)	
Total minor variances of less than £0.025m		(0.005)

Total: Organisational Change		(0.059)
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Chief Executive

• There is a potential underspend of -(£0.044m) on the budget required for increments relating to performance related pay. An underspend of -(£0.008m) is due to minor variances.	(0.052)	
Total: Chief Executive		(0.052)

Central & Corporate Finance

• Minor changes of less than £0.025m.	0.005	
Total: Central & Corporate Finance		0.005

Total Changes

		0.170
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MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
Social Services Locality Teams (Localities)	14,250	13,955	(0,295)	(0,291)	<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 of need and increased numbers of people with dementia. The current level of projected overspend is £0.436m which has significantly reduced from the 2014/15 outturn position of £0.837m, which has been partly influenced by the cessation of one complex package.</p> <p>Residential Care The significant projected overspend on Domiciliary care is being more than offset by a projected underspend of (£0.764m) on residential care, which includes, an underspend of (£0.253m) on payments to care home providers, an underspend of (£0.481m) due to an increase in the level of property related income, plus further increases in income above budget including (£0.030m) for free nursing.</p> <p>Professional Support A further area of significant area of underspend is the professional support within the area Localities teams. There is a total projected underspend of (£0.093m) which relates to staffing due to Social Worker vacancies.</p> <p>Other A further area of significant area of overspend is Minor Adaptations where an efficiency measure for £0.105m was approved in the budget relating to a means testing approach 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 £0.021m within Day care services.</p>	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
						Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
First Contact (Intake and Reablement)	0.519	0.435	(0.084)	(0.084)	The projected under spend is due to additional income of (£0.107m) offset by other minor variances amount to net £0.023m.	Keep under review.
Reablement Services (Intake and Reablement)	0.451	0.397	(0.054)	(0.019)	The projected under spend is mainly due to the reallocation of an officer to another service promoting Continuing Health Care independence.	Keep under review.
Hospital Social Work	0.427	0.308	(0.119)	(0.104)	Staffing savings due to vacant posts - which are intended to be used as part of budget realignment adjustments in respect of efficiency proposals which cannot be achieved.	Keep under review.
Resources & Regulated Services (Intake and Reablement)	5.931	5.846	(0.085)	(0.119)	Area of significant area of underspend is the Home Care within the area Resources & Regulated Services teams. There is a total projected underspend of (£0.085m) which relates to staffing due to vacancies.	Keep under review.
Transition and Disability Services (Disability Services)	0.597	0.709	0.112	0.117	The projected overspend is mainly due to the cost of the support arrangements provided by Penderels in respect of direct payments. This accounts for £0.082m of the total projected overspend of £0.112m with other minor variances making up the remaining £0.030m.	Keep under review.
Resources & Regulated Services (Disability Services)	15.773	15.940	0.167	0.193	This service is now reflecting the transfer of budget in relation to the Independent Living fund (ILF) to Central and Corporate as a one off efficiency. The remaining element is in relation to 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 budget realignment adjustments to use underspends elsewhere in service to address pressures.
Vulnerable Adults and Disability Service (Disability Services)	2.271	2.466	0.195	0.195	Reflects current care packages for 2015/16, estimated commitment with additional transition clients.	Keep under review.

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
Administrative Support (Disability Services)	0.304	0.424	0.120	0.117	This overspend is mainly due to pressures on employees costs, including use of agency staff.	Keep under review.
Residential and Domiciliary Service (Mental Health & Substance Misuse Service)	0.813	0.928	0.115	0.170	Increases in Residential and Domiciliary packages along side additional new package costs.	Keep under review.
Professional Support (Mental Health & Substance Misuse Service)	0.693	0.765	0.072	0.077	Overspend is mainly due to pressures on employees costs, including use of agency staff.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.
Forensic Budget (Mental Health & Substance Misuse Service)	0.317	0.128	(0.189)	(0.189)	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)	3.423	3.269	(0.154)	(0.108)	Various minor variances.	Continue to review but not expected to be recurrent.
Business Services - Charging Policy Income	(1.673)	(1.899)	(0.226)	(0.252)	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	0.213	0.166	0.154	The base budget for this service has naturally reduced as a consequence of the combined impact of Single Status outcomes and EVR/VR 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 therefore to realign the budget from elsewhere within Social Services to top up to the level required.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures.

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
Other Development & Resources variances (aggregate)	2.418	2.524	0.106	0.056	Various minor variances.	Continue to review but not expected to be recurrent.
Family Placement (Children's Services)	2.227	2.433	0.206	0.196	The £0.206m 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	5.214	0.217	0.158	Most of this pressure (£0.160m) relates to the Children's and Young Adults Support team (CYAST). This is due to pressures within payments to external providers of £0.128m and Transport £0.057m, with some offsetting underspends against pay budgets due to vacancies. There is a further pressure of £0.068m against the Children's Integrated Disability Service (CIDS) which is due to an increased numbers of direct payment service users. There are offsetting net underspends of £0.011m elsewhere within Children's Services Professional Support.	Recommend budget realignment adjustments to use underspends elsewhere in service to address pressures
Out of County Placements	3.416	3.216	(0.200)	(0.200)	Reflects current care packages for 2015/16	Keep under review.
Other Services for Children variances (aggregate)	2.469	2.374	(0.095)	(0.140)	Various minor variances.	Continue to review but not expected to be recurrent.
Total Social Services	59.670	59.645	(0.025)	(0.073)		

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
Community & Enterprise Customer & Housing Services	0.777	0.725	(0.052)	(0.056)	Additional in-year underspend identified in respect of Homeless Accommodation (£0.094m). Expenditure in respect of SHARP procurement of £0.031m. Other minor variances of £0.011m.	Continue to monitor and review.
Supporting People	0.095	0.124	0.029	0.029	Telecare income lower than anticipated by £0.061m. Community Centres additional underspend of (£0.049m). Other minor variances of £0.017m.	Continue to monitor and review.
Regeneration	0.469	0.529	0.060	0.060	Estimated shortfall of £0.060m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate.	Continue to monitor and review.
Revenues & Benefits	10.655	10.499	(0.156)	(0.152)	Anticipated surplus on the Council Tax Collection Fund currently stands at (£0.143m) higher than initially estimated. Projected underspend on the budgeted provision for the Council Tax Reduction Scheme (£0.226m). Housing Benefit Subsidy budgeted shortfall of £0.193m. Other minor variances of £0.020m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change throughout the year.
Customer Services	0.710	0.646	(0.064)	(0.063)	Underspend on the Flintshire Connects service provision of (£0.048m). Other minor variances of (£0.016m).	Continue to monitor and review.
Total Community & Enterprise	12.706	12.523	(0.183)	(0.182)		

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation Waste Disposal & Waste Collection	6.589	7.411	0.822	0.696	<p>Reduced electricity sales from gas engines following equipment breakdown and fluctuating levels of gas extraction £0.150m.</p> <p>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.</p> <p>Delayed implementation of delivery service for waste containers £0.050m and introduction of charge for second waste bin £0.025m.</p> <p>Under achieving in the recycling market due to a volatile period with fluctuating re-cycle sale values £0.236m; At Period 5, further reducing income levels of £0.111m. No income due in 2015-16 for compost from DCC £0.060m as they are no longer using the composting facilities at Greenfield. Other minor variances of £0.015m.</p>	<p>Potential for investment to upgrade/install new extraction wells and new management arrangement.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Reported through Programme Board Efficiency Tracker.</p> <p>Monitor recycling market closely throughout 2015/16 and amend projections accordingly.</p>
Parking & Enforcement	0.096	0.206	0.110	0.020	Shortfall from Business Planning proposals following delays in the implementation of car parking charges across the County	Monitor Car Parking Income closely and amend projections accordingly
Ancillary Services & Performance - Other Variances	0.778	0.791	0.013	0.015	Minor Variances.	Reported through Programme Board Efficiency Tracker

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
Transportation & Logistics - other Variances	12.750	12.775	0.025	0.025	Minor Variances.	Reported through Programme Board Efficiency Tracker.
Highways Strategy & Network	7.366	7.504	0.138	0.150	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. Minor variances of (£0.012m).	Reported through Programme Board Efficiency Tracker. Reported through Programme Board Efficiency Tracker.
Highway Network - other Variances	0.191	0.191	0.000	(0.012)	No Variance.	Continue to review.
Total Streetscene & Transportation	27.770	28.878	1.108	0.894		

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Pest Control Dog Warden	0.043	0.053	0.010	0.012	Minor Variances.	Monitor level of services provided and adjust income commitment as appropriate.
Licensing	(0.008)	0.015	0.023	0.023	Minor Variances.	Monitor level of services provided and adjust income commitment as appropriate.
Community - Aggregate of other Variances	0.668	0.663	(0.005)	(0.006)	Minor Variances.	Continue to review.
Animal Health & Defra	0.126	0.160	0.034	0.033	Shortfall on Grant Income target due to partnership with Wrexham ending in late 2015.	Investigate ways to reduce Grant Income target through potential budget realignment.
Business - Aggregate of other Variances	1.440	1.444	0.004	0.000	Minor Variances.	Continue to review.
Planning Control & Enforcement	(0.133)	(0.010)	0.123	0.115	Shortfall from Planning App fees not increasing until October, 2015 with a slight improvement at Period 4.	Planning Fee Income levels will be closely monitored
Development - Aggregate of other Variances	0.133	0.123	(0.010)	(0.006)	Minor Variances.	Continue to review.
Portfolio Aggregate of other Variances	3.062	3.058	(0.004)	(0.004)	Minor Variances.	Continue to review.
Total Planning & Environment	5.331	5.506	0.175	0.167		

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
Education & Youth						
Primary & Early Years Education	0.868	0.881	0.013	0.009	Minor Variances.	Continue to review.
Secondary, 14-19 & Continuing Education	1.122	1.127	0.005	0.009	Minor Variances.	Continue to review.
Inclusion Services	8.676	8.637	(0.039)	(0.030)	Out of County placements are an area of risk to the authority due to the volatile nature of the service and the potential for high cost placements and unpredictability of demand	Continue to review.
Access (School Planning & Provision)	0.508	0.527	0.019	0.024	This relates to the increase in demand for Free School Meals.	Continue to review.
21st Century Schools	0.492	0.492	0.000	0.000	No Variance.	Continue to review.
Youth Services	1.471	1.462	(0.009)	(0.004)	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)	(0.006)	Minor Variances.	Continue to review.
Total Education & Youth	13.563	13.546	(0.017)	0.002		
Schools						
Primary & Early Years Education	43.646	43.646	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	3.906	3.906	0.000	0.000	No Variance.	Continue to review.
Total Schools	83.157	83.157	0.000	0.000		

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
People & Resources						
HR&OD	2.243	2.292	0.049	0.075	A 2015/16 budget efficiency of £0.105m is being reported as not achievable. This is being partially offset by workforce underspends of (£0.050m) and minor variances of (£0.006m).	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Corporate Finance	2.401	2.382	(0.019)	(0.040)	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 (£0.82m). Overspend of £0.025m for beacon method for valuation of Residential Stock which is to be completed by December 2015.	The efficiencies are expected to be achieved in full next year. Workforce underspends are in-year only.
Total People & Resources	4.644	4.674	0.030	0.035		
Governance						
Legal Services	0.610	0.628	0.018	(0.012)	Minor Variances.	Underspend is not expected to be recurrent.
Democratic Services	1.911	2.023	0.112	0.108	The overspend is due to a delay in achieving an efficiency of £0.110m which was agreed within the 2014/15 budget. An overspend of £0.002m is due to minor variances.	The efficiency is expected to be achieved in full next year.
Internal Audit	0.416	0.414	(0.002)	(0.003)	Minor Variances.	Underspend is not expected to be recurrent.
Procurement	0.138	0.158	0.020	0.020	Minor Variances.	Overspend is not expected to be recurrent.
Business Support	0.753	0.744	(0.009)	(0.005)	Minor Variances.	Underspend is not expected to be recurrent.
Records Management	0.174	0.194	0.020	0.020	Minor Variances.	Overspend is not expected to be recurrent.
ICT	4.726	4.736	0.010	0.010	Minor Variances.	Overspend is not expected to be recurrent.
Total Governance	8.728	8.897	0.169	0.138		

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
Organisational Change						
Public Libraries & Arts, Culture & Events	1.769	1.763	(0.006)	0.000	Minor Variances.	Continue to review.
Museums Service	0.064	0.064	0.000	0.000	No Variance.	Continue to review.
County Archives	0.259	0.261	0.002	(0.001)	Minor Variances.	Continue to review.
Leisure Services	3.970	3.984	0.014	0.013	£0.070m Deeside Ice rink income pressure offset by premises & supplies cost savings of (£0.063m). Other minor variances of £0.007m.	Continue to review.
Community Assets	0.018	0.018	0.000	0.000	No Variance.	Continue to review.
Valuation & Estates	(0.807)	(0.904)	(0.097)	(0.111)	Workforce efficiencies of (£0.097m) achieved following staff releases within this Service area.	Continue to review.
Property Design & Consultancy	2.688	2.634	(0.054)	0.000	Projected costs relating to the demolition of Connah's Quay office has been met through funding support from the Vibrant and Viable Places initiative resulting in (£0.054m) savings within this service area. This approach will support wider strategic regeneration initiatives.	Continue to review.
Engineering Services	0.000	0.000	0.000	0.000	No Variance.	Continue to review.
Facilities Services	1.674	1.646	(0.028)	(0.011)	The (£0.028m) underspend is as a result of a decrease in the spend on provisions. The new electronic stock management system reduces waste which is resulting in a reduction in expected outturn.	Continue to review.
Total Organisational Change	9.635	9.466	(0.169)	(0.110)		

MONTH 5 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 4 (£m)	Cause of Major Variance	Action Required
Chief Executives						
Chief Executives	3.195	3.010	(0.185)	(0.133)	The underspend is due to workforce savings of (£0.075m) and also a reduction in Core Funding Agreements of (£0.028m). There is a potential underspend of (£0.044m) on the budget required for increments relating to performance related pay. The balance of (£0.038m) is due to minor variances.	Employee savings of (£0.056m) are expected to be in-year only.
Total Chief Executives	3.195	3.010	(0.185)	(0.133)		
Central & Corporate Finance						
Central & Corporate Finance	23.058	22.750	(0.308)	(0.313)	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 in-year efficiency of (£0.300m) in relation to the Independent Living Fund (ILF). One off / time limited, Unbudgeted costs of £0.400m in relation to former Euticals Ltd - Sandycroft site. Minor Variances of (£0.006m).	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. Continue to review. Keep under review. Keep under review.
Total Central & Corporate Finance	23.058	22.750	(0.308)	(0.313)		
TOTAL	251.457	252.052	0.595	0.425		

2015/16 Efficiencies Month 5 - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2015/16 £(m)	2015/16 £(m)	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>			
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
Develop a 'progression' model for Supported Living	0.250	0.145	(0.105)
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	0.065	(0.138)
Total Social Services	0.806	0.340	(0.466)
<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 Sites	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 & Management 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)
Total 2015/16 Budget Efficiencies		100	12.874
Total Projected 2015/16 Budget Efficiencies Underachieved		16	2.071
Total Projected 2015/16 Budget Efficiencies Achieved		84	10.803

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
Less - Allocation from the Contingency Reserve for the costs of the speed limit review		(0.210)
Less projected overspend as at Month 5		(0.595)
Total projected Contingency Reserve as at 31st March 2016		3.941

HRA Major Variance Report - Period 5

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Last Month (£m)	Cause of Variance	Action Required
Estate Management	1.634	1.696	0.062	0.066	£0.018m pressure on Rechargeable Works due to previous years invoices starting to reverse based on bad debt procedures. £0.013m pressure on salaries due to agency staff engagement. £0.025m pressure on staff mileage and mobile phone usage due to insufficient budget being allocated. The remaining £0.006m relates to minor variances.	Keep under review.
Other variances (aggregate)	(1.400)	(1.421)	(0.021)	(0.064)	Various minor variances.	Keep under review.
Total :	0.234	0.275	0.041	0.002		



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 12 th November 2015
Report Subject	Workforce Information Report – Quarter 2 2015/16
Cabinet Member	Cabinet Member for Corporate Management
Report Author	Chief Officer (People and Resources)
Type of Report	Operational

EXECUTIVE SUMMARY

To provide Members with an update for the first and second quarter for 2015/16. This report provides details of the following:

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

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

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

The performance information for the whole organisation is split to show Schools (with further breakdown into Teaching and Non-Teaching) and Non-Schools data separately.

RECOMMENDATIONS

1	Members comment on Workforce Information Report for quarter two 2015/16
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REPORT DETAILS

1.00	EXPLAINING THE WORKFORCE INFORMATION REPORT
1.01	<p>Headcount and Full Time Equivalent (FTE)</p> <p>The headcount and FTE for the Council continues to decrease as expected. Cumulative figures for 2015/16 show an overall decrease of 140 FTE across the Council, Non-schools show a decrease of 58 FTE, and Schools show a decrease of 82 FTE. Within Schools, 35 of the 82 FTE are teaching staff.</p> <p>As Vacancy Management remains a key priority within the Council, robust information around vacancies will be provided in future reports.</p>
1.02	<p>Organisational Age Profile</p> <p>The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.</p>
1.03	<p>Employee Turnover and Stability (Including Redundancies and Early Retirements)</p> <p>Early Retirements and redundancy schemes across the Council continue to be applied.</p> <p>The Flintshire County Council mid-year turnover percentage is 4.06%.</p> <p>For the comparative figures for last year, the turnover percentage for quarter one was 7.36%, which shows a decrease of 3.30%.</p>
1.04	<p>Attendance (Including 100% Attendance)</p> <p>The cumulative absence FTE days lost for quarter one and two is 4.57.</p>

	<p>Therefore, the forecast for 2015/16 is currently at 9.14 which, if it remains on track, would see Flintshire County Council achieve its annual target of 9.60.</p> <p>The majority of portfolio services are within the quarterly target with the exception of Social Services and Streetscene and Transportation, who continue to show higher volumes of absence. There is however, a noticeable improvement within those areas and continued focussed and robust interventions in line with the Attendance Management policy should continue to yield further improvements.</p>
1.05	<p>Performance Appraisals and Development</p> <p>The undertaking of appraisals will be tracked against target completion dates in future reports. However, issues with the current software have given cause for concern in terms of comprehensive and accurate data relating to appraisals. The issues within the software have been identified and consultancy arrangements are in place to rectify the issues.</p>
1.06	<p>Resource Management (Agency Workers)</p> <p>The cumulative agency spend for quarter one and two is £1.8m. This has exceeded the mid-year target of £1.2m. The majority of the agency spend is within Social Services (£680,000), and Streetscene and Transportation (£783,000) respectively.</p> <p>Streetscene and Transportation have 60 operational vacancies pending implementation of the service review and the impact of the proposed service changes as a result of business planning proposals. Some vacancies have been offered as alternatives to redundancy and the service are planning to fill a further 10 in order to reduce the number of agency workers.</p> <p>Social Services are currently using agency workers to cover permanent vacant front line service posts. These posts are being held as opportunities for redeployment as we progress with service changes, particularly Alternative Delivery Model (ADM) work linked to the Business Plans. Once the service changes have been implemented, permanent employees will be placed into these vacancies and agency worker placements will then be brought to an end. In addition, there is use a of agency workers to cover short term absences in front line services as there is often little capacity within the current workforce to provide cover in such circumstances.</p> <p>Also within Social Services, there are a number of Agency Social Workers engaged on special projects which are externally funded.</p> <p>Overall, there were 149 active agency placements on 30th September 2015. From the 149 placements, 126 have exceeded the 12 week Agency Worker Regulations threshold.</p>

1.07	<p>Equality and Diversity</p> <p>The importance of collecting equality and diversity information remains a high priority. Equalities monitoring information is regularly reviewed with measures in place to collate missing diversity data from employees. The pilot of iTrent in schools has begun, should the pilot be successful, this will enable school based employees to enter their information on iTrent, therefore increasing the quality of data held for the workforce.</p>

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

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None

4.00	RISK MANAGEMENT
4.01	The ongoing use of agency workers remains high in some service areas. Business Partners continue to review the usage with the respective Chief Officers to ensure their ongoing use meets legitimate business needs.

5.00	APPENDICES
5.01	Appendix One: Dashboard – Workforce Information Report Q2 2015/16

6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None</p> <p>Contact Officer: Sharon Carney Lead HR Business Partner Telephone: 01352 702139 E-mail: sharon_carney@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
7.01	<p data-bbox="304 324 608 356"><u>Headcount and FTE</u></p> <p data-bbox="304 383 1374 454">This will provide information on the current levels of the Council's workforce.</p> <p data-bbox="304 481 711 517"><u>Organisational Age Profile</u></p> <p data-bbox="304 544 1374 696">The purpose of providing the Organisational Age Profile is to enable the Council to provide a guide to the future number of potential retirements and succession plan by identifying any skill gaps that may arise. Without an analysis of age profile, no workable long term planning can be made.</p> <p data-bbox="304 723 1374 795"><u>Employee Turnover and Stability (Including Redundancies and Early Retirements)</u></p> <p data-bbox="304 822 1374 938">This information will provide the awareness of trends in turnover rates within the Council for potential measure to be put in place for high turnover rates, if applicable.</p> <p data-bbox="304 965 480 1001"><u>Attendance</u></p> <p data-bbox="304 1028 1374 1099">Attendance remains a high priority in the Council and will provide detailed information on the areas for improvement for absence/attendance.</p> <p data-bbox="304 1126 954 1162"><u>Performance Appraisals and Development</u></p> <p data-bbox="304 1189 1374 1261">Reporting on performance appraisals and development will enable more effective monitoring of potential training needs for future planning.</p> <p data-bbox="304 1288 660 1323"><u>Resource Management</u></p> <p data-bbox="304 1350 1374 1422">This information will include the usage of agency workers within the Council.</p> <p data-bbox="304 1449 644 1485"><u>Equality and Diversity</u></p> <p data-bbox="304 1512 1374 1583">Information will be provided to implementation measure to prevent inequalities within the Council.</p>

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CORPORATE DASHBOARD REPORTS

(FLINTSHIRE COUNTY COUNCIL)

2015/16 - QUARTER 2

(JULY - SEPTEMBER)

2015/16 DASHBOARD

FLINTSHIRE COUNTY COUNCIL TOTALS

TOTAL HEADCOUNT

6,795

TOTAL FTE

5,136

LEAVERS / TURNOVER

560 / 4.06%

AGENCY SPEND 2015/16

£1.8m

Q2 TARGET

£1.2m

DAYS LOST PER FTE 2015/16

4.57

TARGET 2015/16

9.60

CORPORATE DASHBOARD
REPORTS
(NON SCHOOLS)
2015/16 - QUARTER 2
(JULY - SEPTEMBER)

Page 71

QUARTER 2 2015/16 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - NON SCHOOLS

TOTAL HEADCOUNT

3,595

TOTAL FULL TIME EQUIVALENT

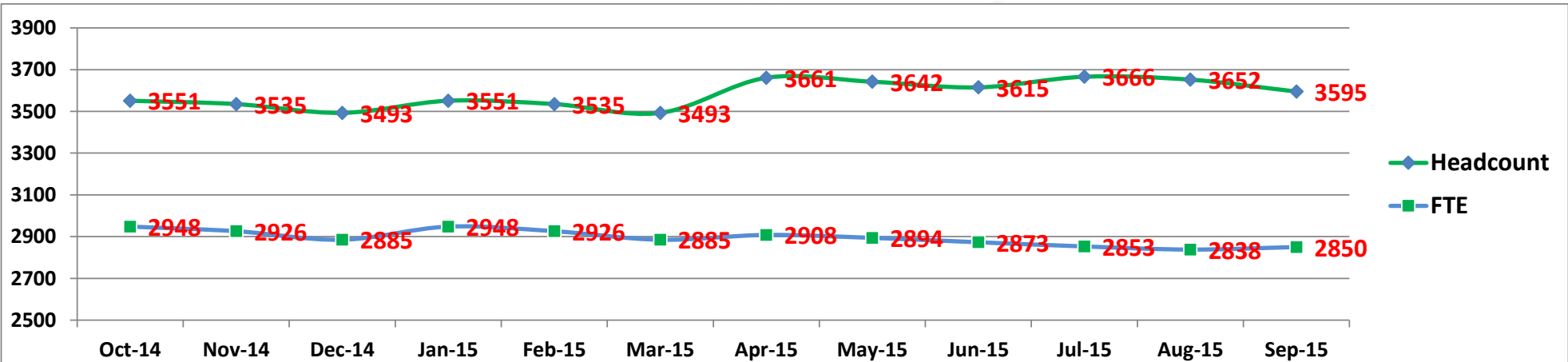
2,850

01/04/2015 3,661
Decrease of 66 people (-1.84%)
30/06/2015 3,595

01/04/2015 2,908
Decrease of 58 FTE (-2.04%)
30/06/2015 2,850

Page 72

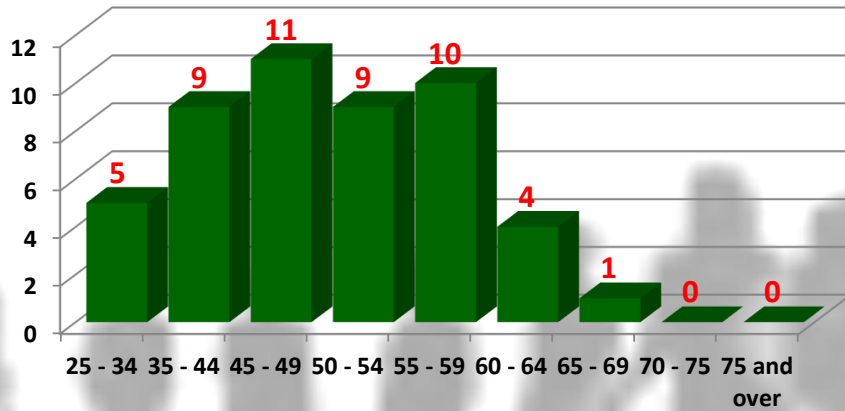
HEADCOUNT AND FTE - 12 MONTH TREND



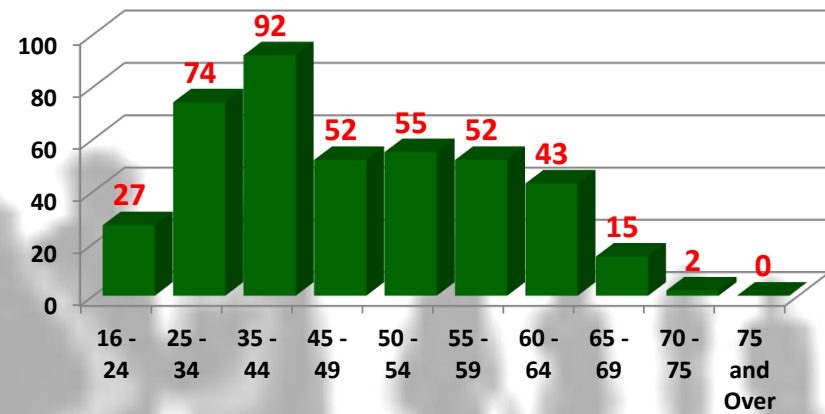
QUARTER 2 2015/16 DASHBOARD

AGE PROFILE - NON-SCHOOLS

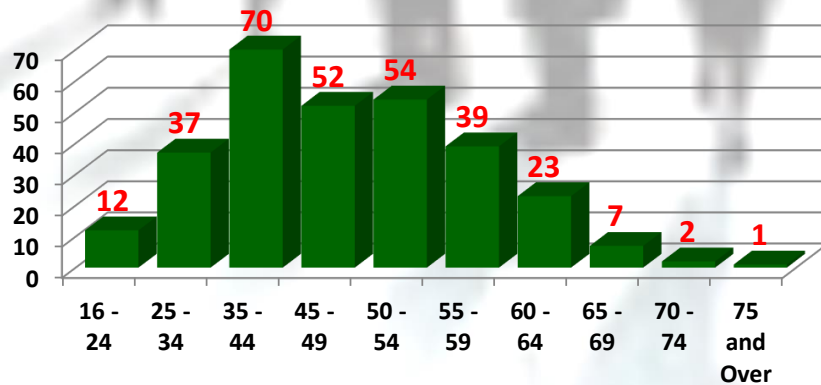
Chief Executives



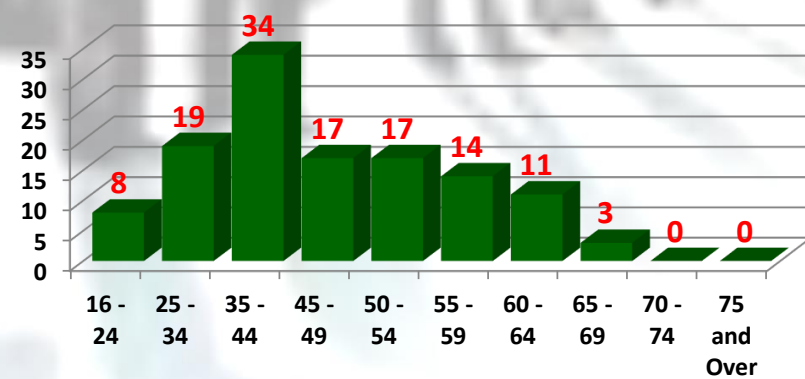
Community and Enterprise



Education and Youth



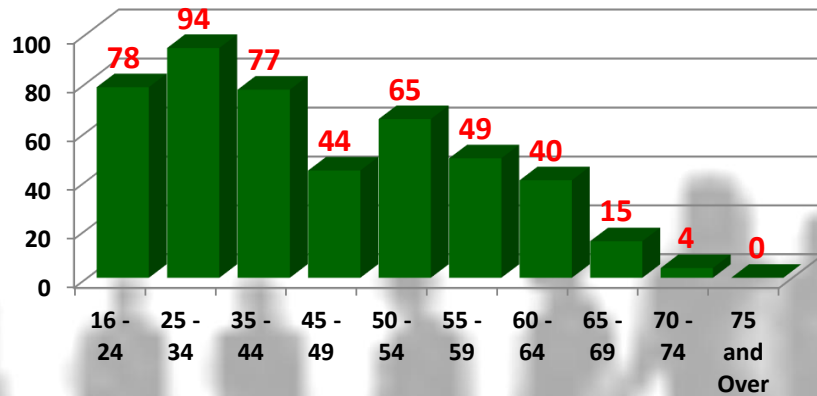
Governance



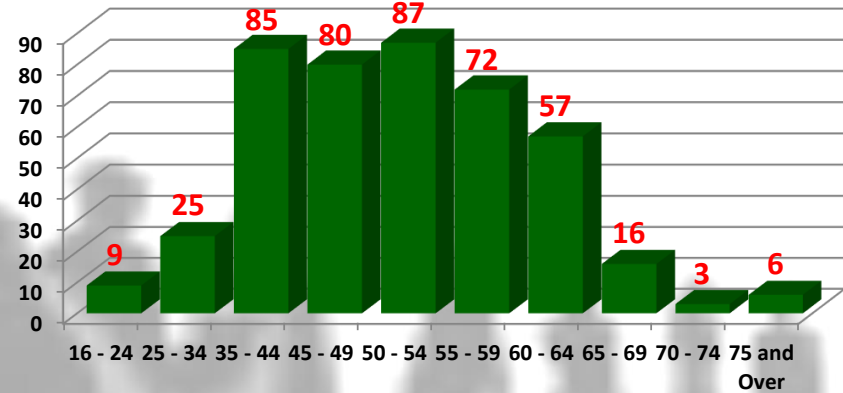
QUARTER 2 2015/16 DASHBOARD

AGE PROFILE - NON-SCHOOLS

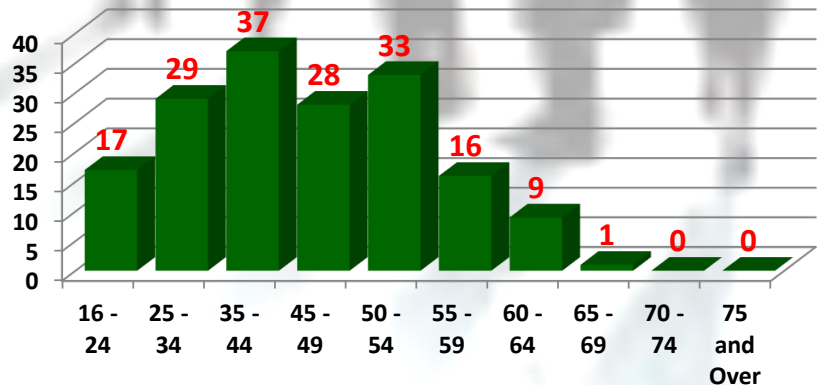
Organisational Change 1



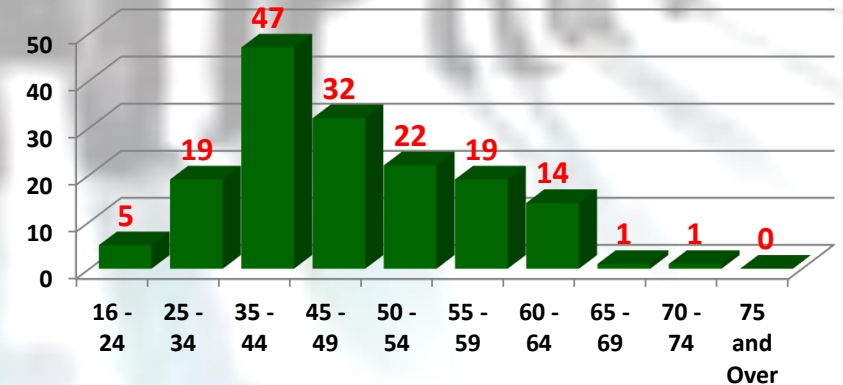
Organisational Change 2



People and Resources



Planning and Environment

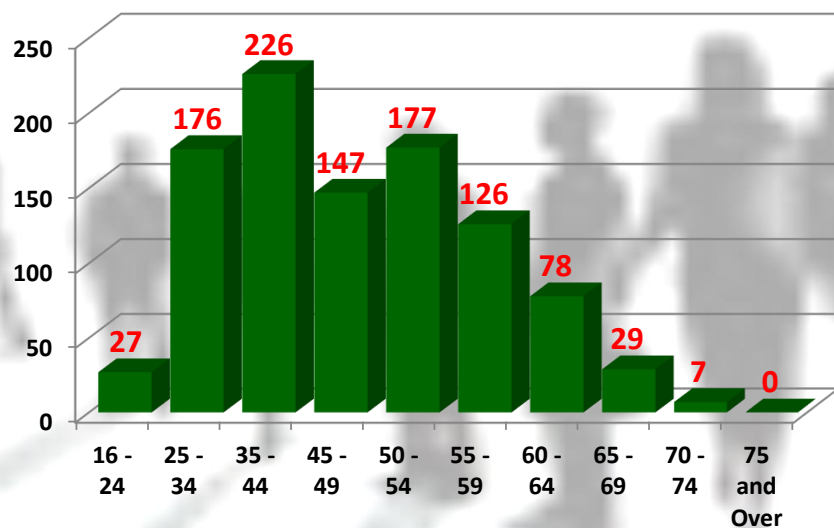


QUARTER 2 2015-16 DASHBOARD

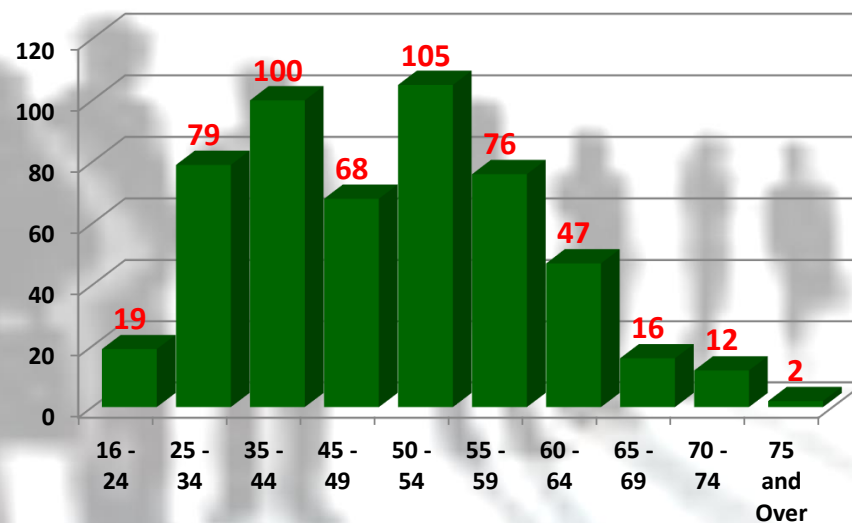
AGE PROFILE - NON-SCHOOLS

Page 75

Social Services



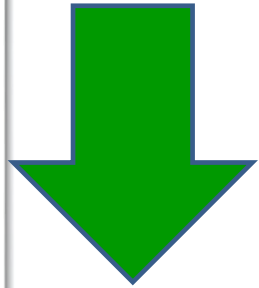
Streetscene and Transportation



QUARTER 2 2015/16 DASHBOARD

ATTENDANCE - NON-SCHOOLS

DAYS LOST PER FTE AT 30/09/2015



30/09/2014
3.21

2.77

30/09/2015
2.77



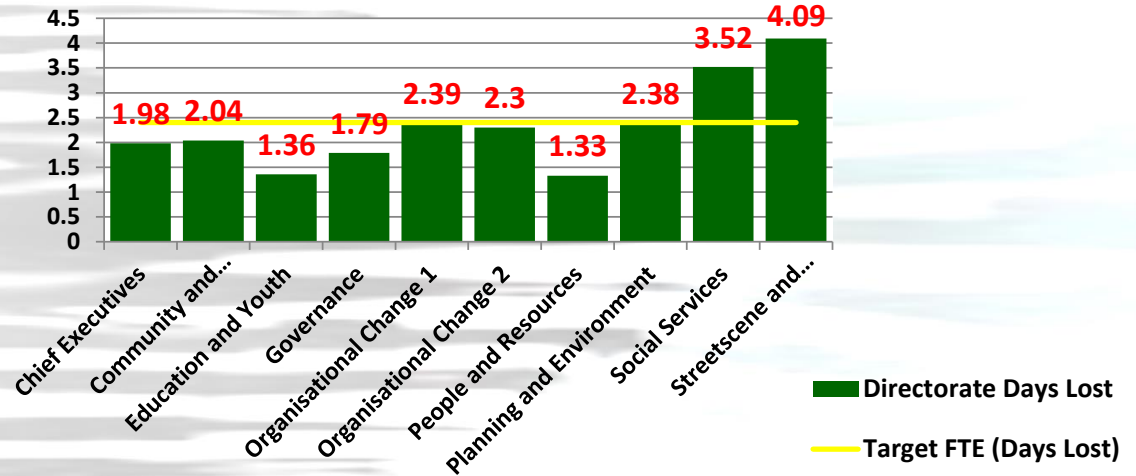
Decrease of 0.44

Page 76

TOP 4 REASONS

1. MUSCOLOSKELETAL
2. STRESS;DEPRESSION;ANXIETY
3. INFECTIONS
4. STOMACH, LIVER: VOMITING

FTE DAYS LOST BY PORTFOLIO



QUARTER 2 2015/16 DASHBOARD

TURNOVER AND STABILITY - NON SCHOOLS

LEAVERS - Q2

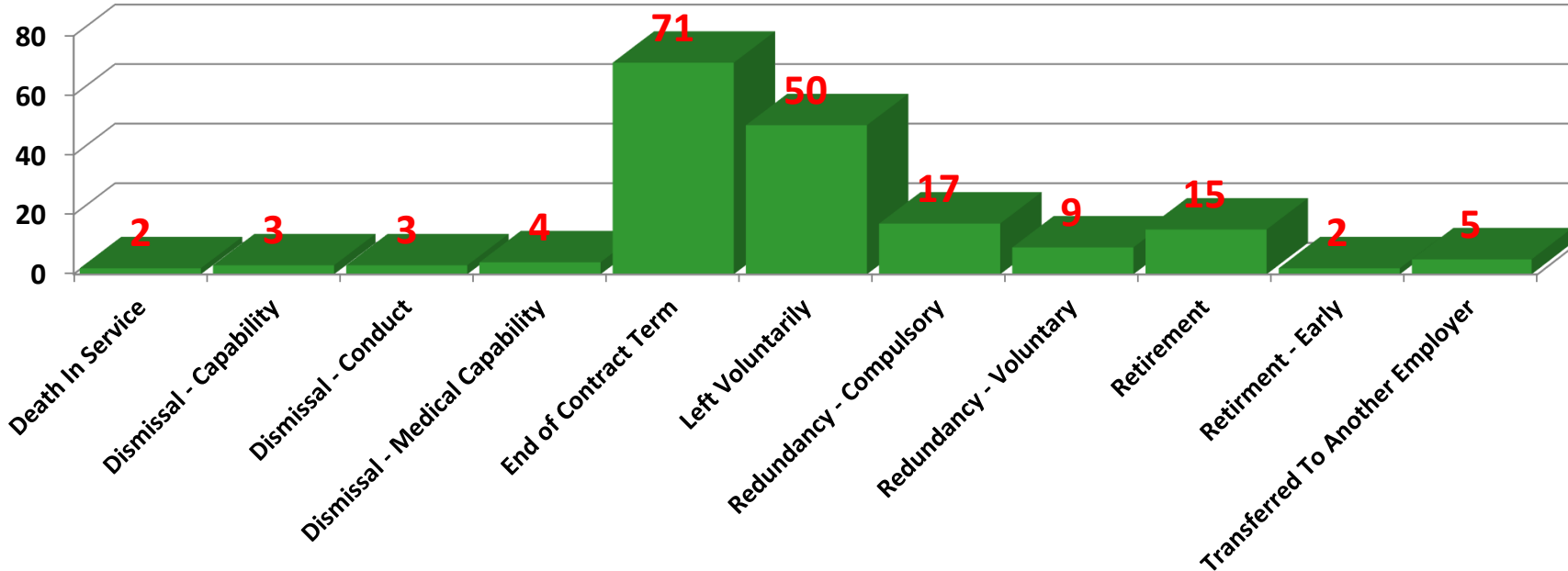
181

LEAVERS - 2015/16

288

LEAVER REASON - Q1

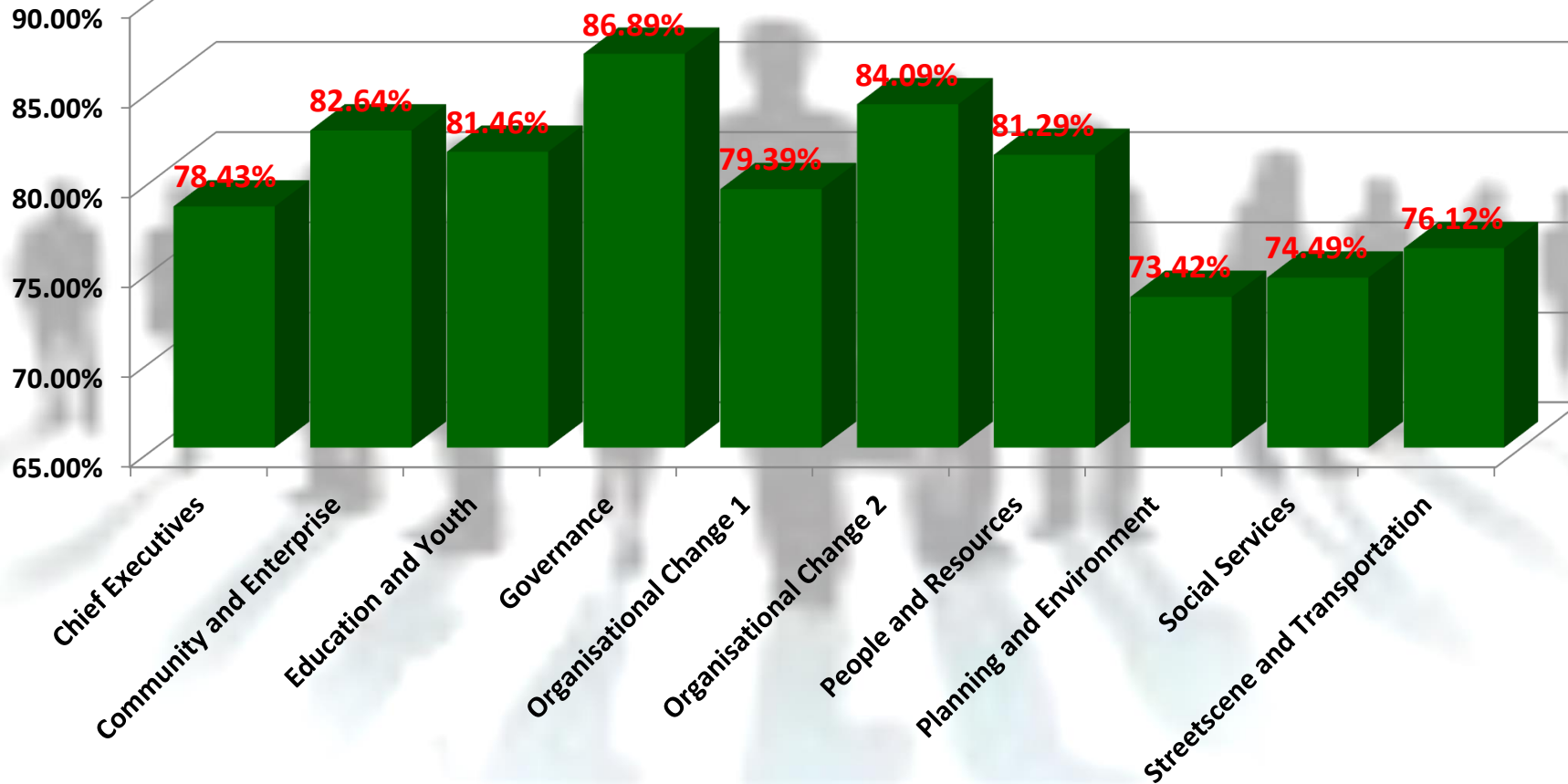
Page 77



QUARTER 2 2015/16 DASHBOARD

ATTENDANCE CONTINUED - NON-SCHOOLS

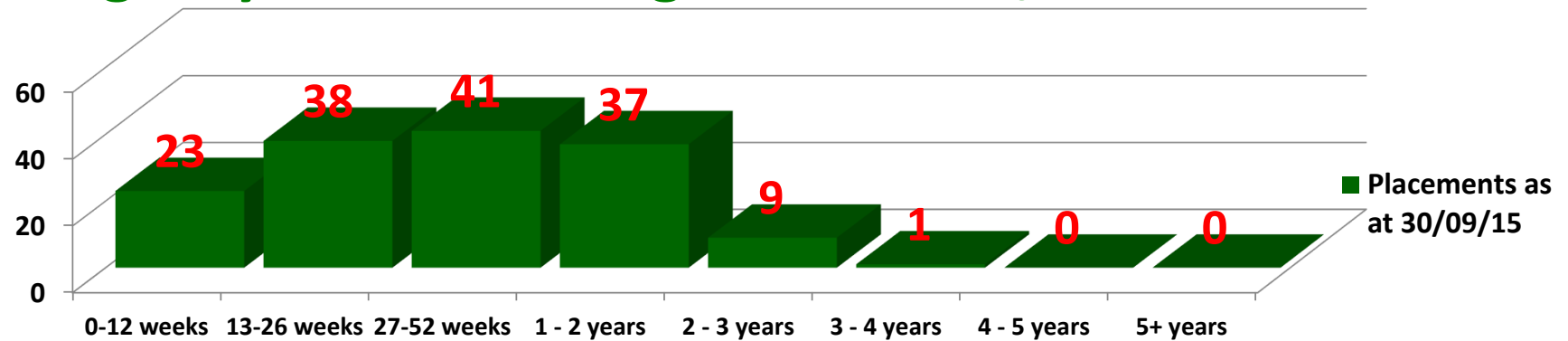
100% ATTENDANCE BY PORTFOLIO



QUARTER 2 2015/16 DASHBOARD

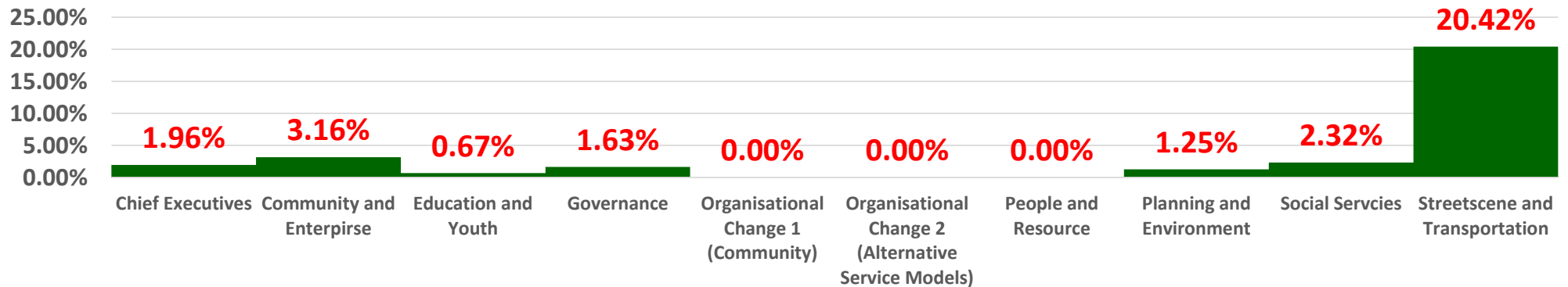
RESOURCE MANAGEMENT - AGENCY

Agency Tenure Management 2015/16



Page 79

Agency/Headcount Percentage by Portfolio as at 30/09/2015



QUARTER 2 2015/16 DASHBOARD

EQUALITY AND DIVERSITY - NON-SCHOOLS

GENDER BREAKDOWN

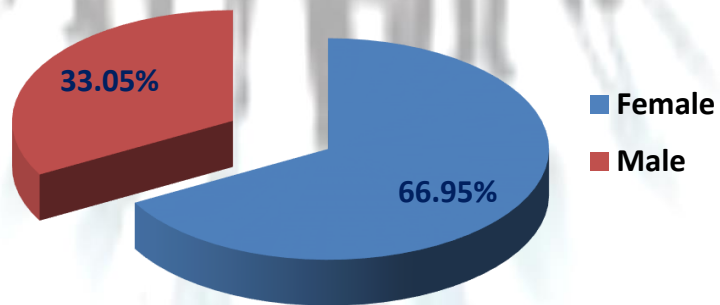
MALE

1,188
(33.05%)

FEMALE

2,407
(66.95%)

GENDER BREAKDOWN (%)



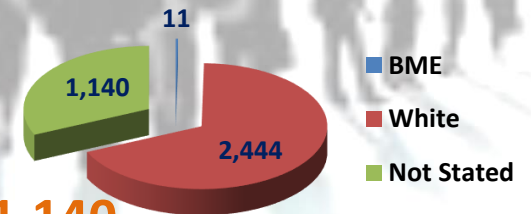
ETHNICITY

BME - 11

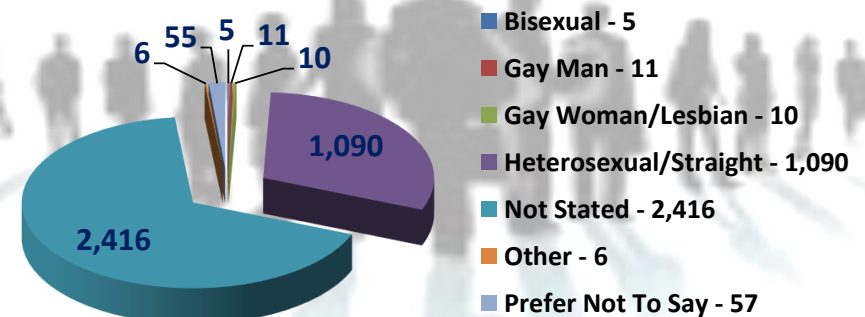
WHITE - 2,444

NOT STATED - 1,140

ETHNICITY BREAKDOWN



SEXUAL ORIENTATION



CORPORATE DASHBOARD
REPORTS
(SCHOOLS)
2015/16 - QUARTER 2
(JULY - SEPTEMBER)

QUARTER 2 2015/16 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS

TOTAL HEADCOUNT

3,326

TOTAL FULL TIME EQUIVALENT

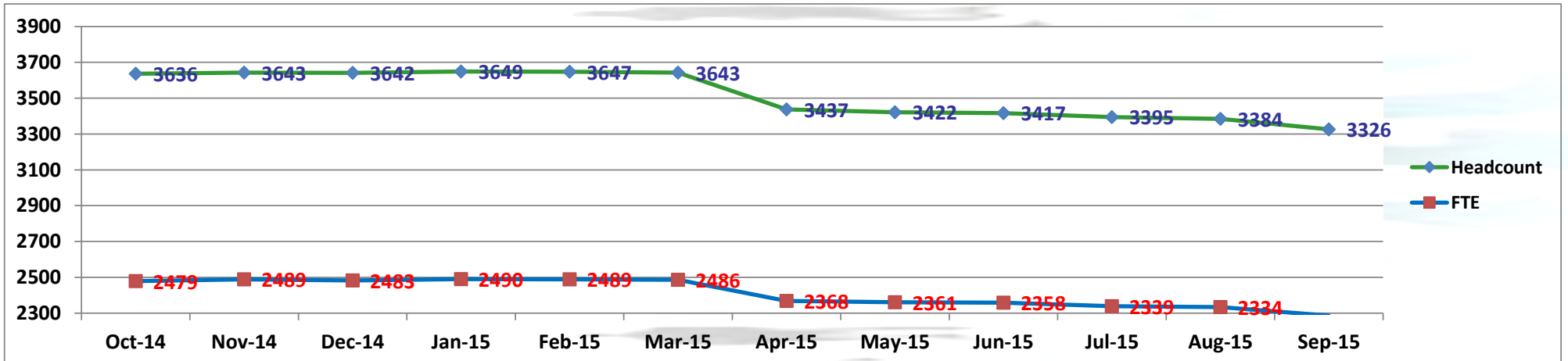
2,286

01/04/2015 3,437
 Decrease of 111 people (-3.34%)
 30/09/2015 3,326

01/04/2015 2,368
 Decrease of 82 FTE (-3.59%)
 30/09/2015 2,286

Page 82

HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 2 2015/16 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS (TEACHING)

TOTAL HEADCOUNT

1,405

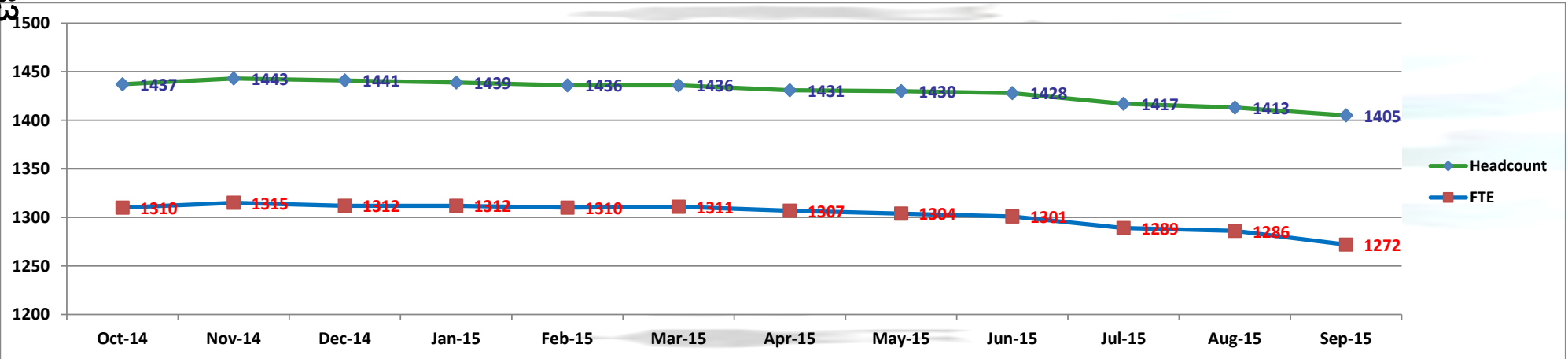
TOTAL FULL TIME EQUIVALENT

1,272

01/04/2015 1,431
Decrease of 26 people (-1.85%)
30/09/2015 1,405

01/04/2015 1,307
Decrease of 35 FTE (-2.75%)
30/09/2015 1,272

HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 2 2015/16 DASHBOARD

HEADCOUNT AND FULL TIME EQUIVALENT (FTE) - SCHOOLS (NON-TEACHING)

TOTAL HEADCOUNT

1,921

TOTAL FULL TIME EQUIVALENT

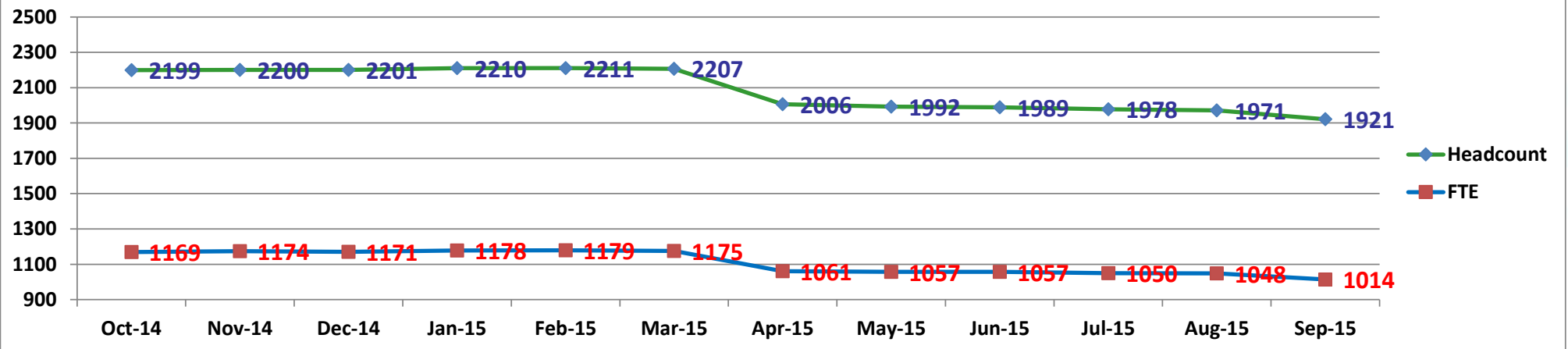
1,014

01/04/2015 2,006
30/09/2015 1,921
Decrease of 85 people (-4.43%)

01/04/2015 1,061
30/09/2015 1,014
Decrease of 47 FTE (-4.64%)

Page 84

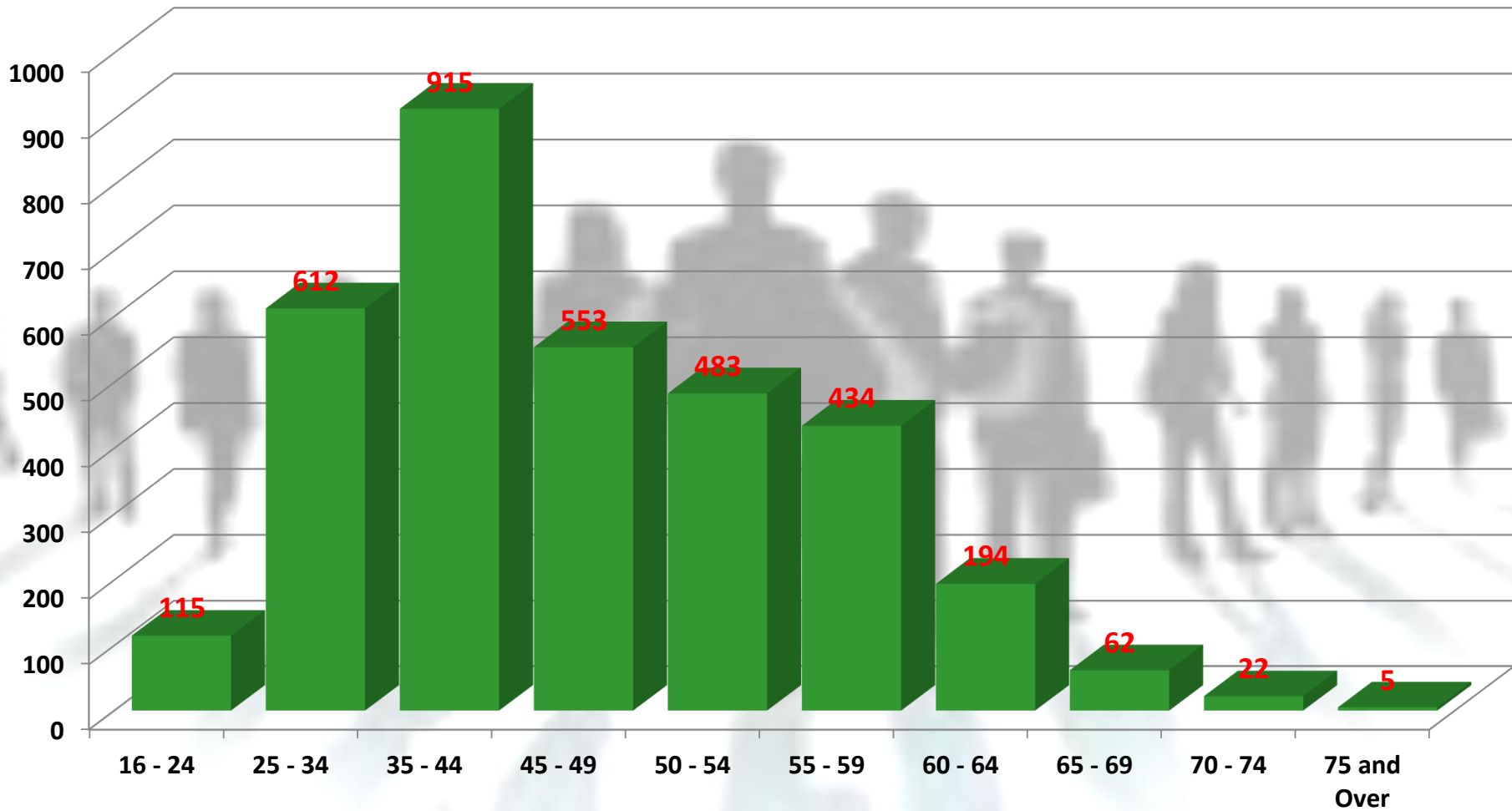
HEADCOUNT AND FTE - 12 MONTH TREND



QUARTER 2 2015/16 DASHBOARD

AGE PROFILE - SCHOOLS

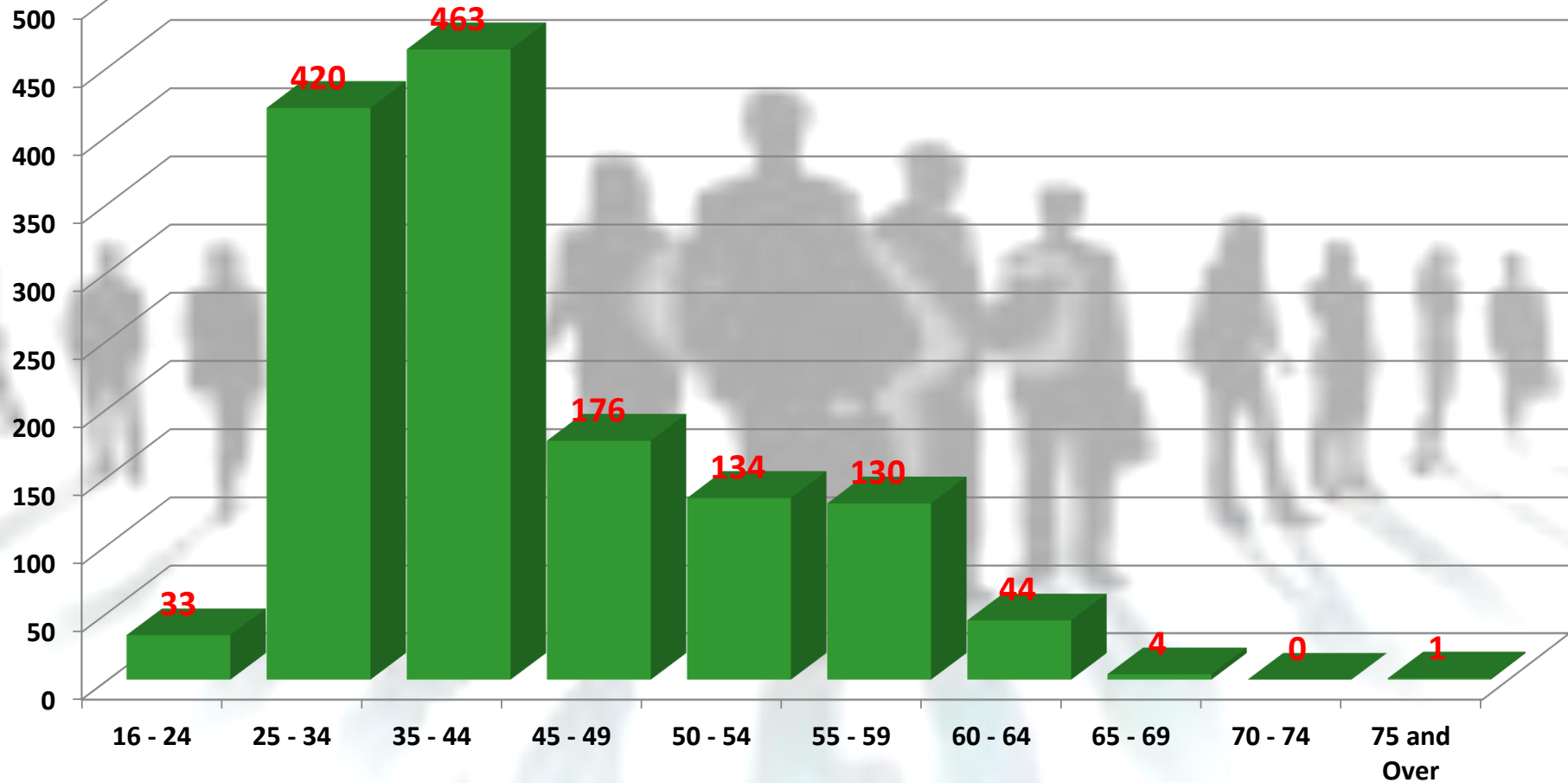
Page 85



QUARTER 2 2015/16 DASHBOARD

AGE PROFILE - SCHOOLS (TEACHING)

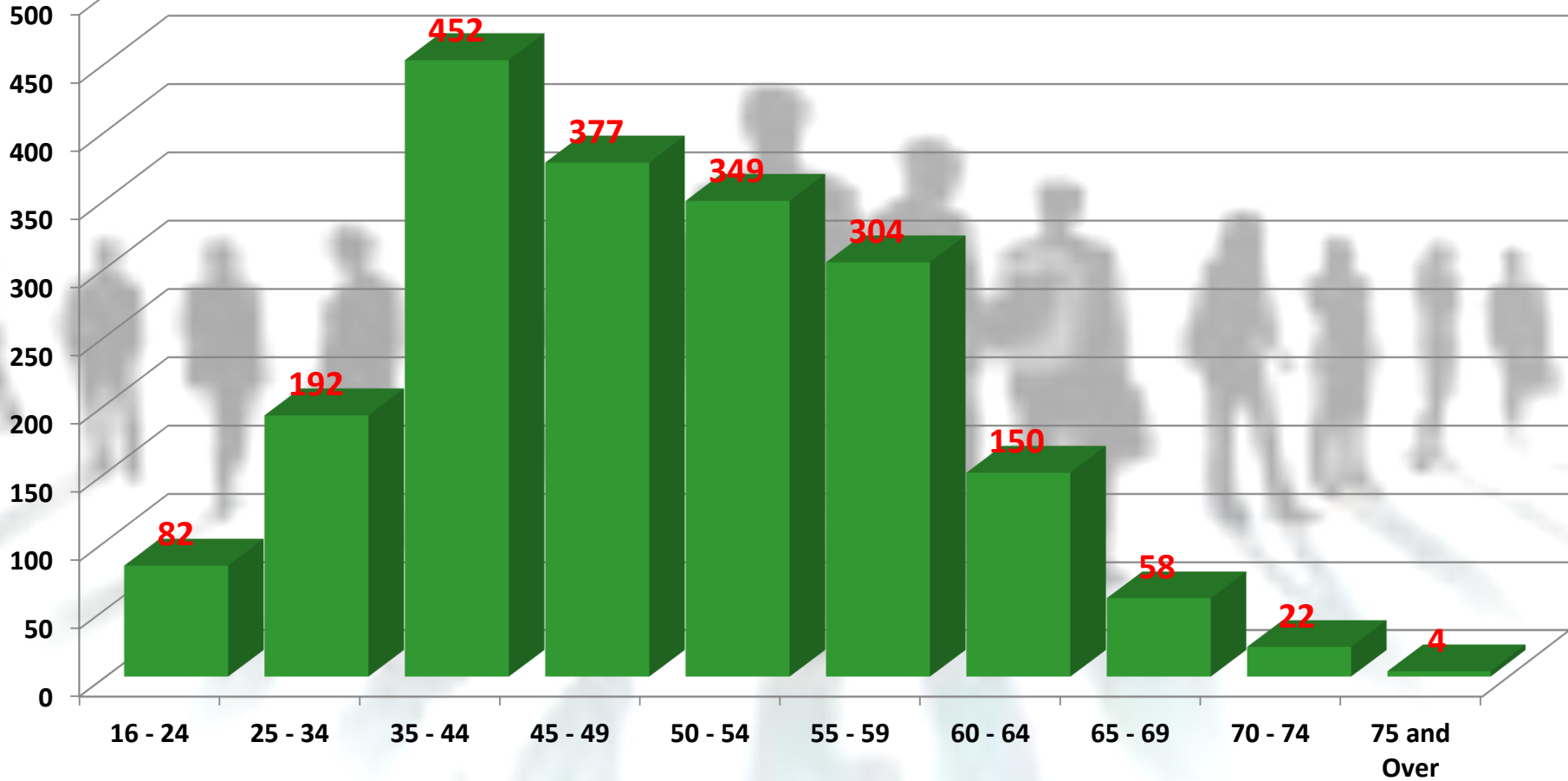
Page 86



QUARTER 2 2015/16 DASHBOARD

AGE PROFILE - SCHOOLS (NON-TEACHING)

Page 87



QUARTER 2 2015/16 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS

LEAVERS - Q2

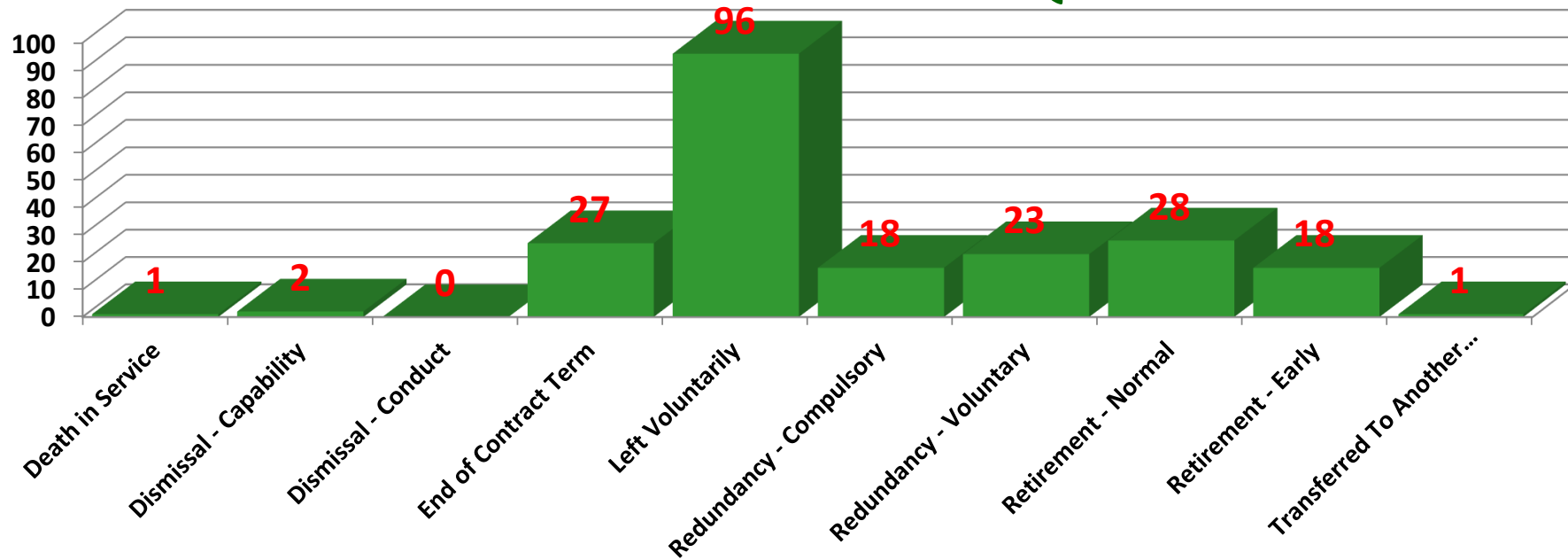
214

LEAVERS - 2015/16

272

LEAVER REASON - Q2

Page 88



QUARTER 2 2015/16 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS (TEACHING)

LEAVERS - Q2

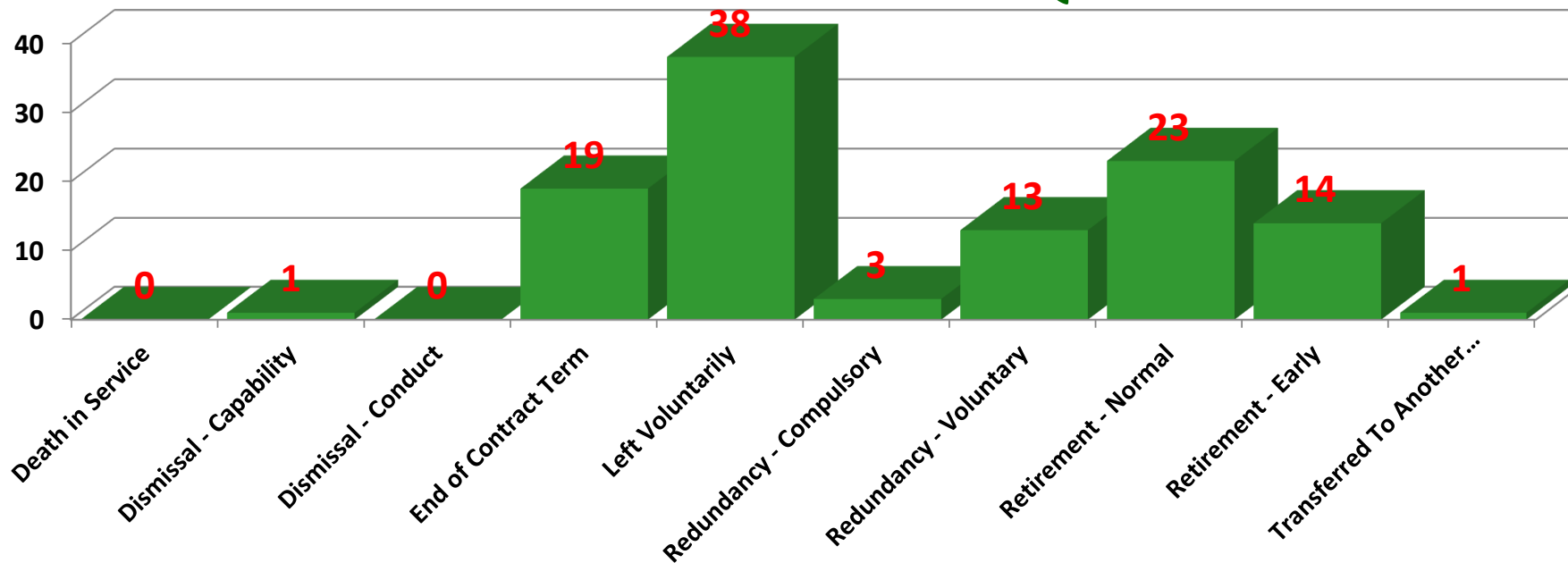
112

LEAVERS - 2015/16

112

LEAVER REASON - Q2

Page 89



QUARTER 2 2015/16 DASHBOARD

TURNOVER AND STABILITY - SCHOOLS (NON-TEACHING)

LEAVERS - Q2

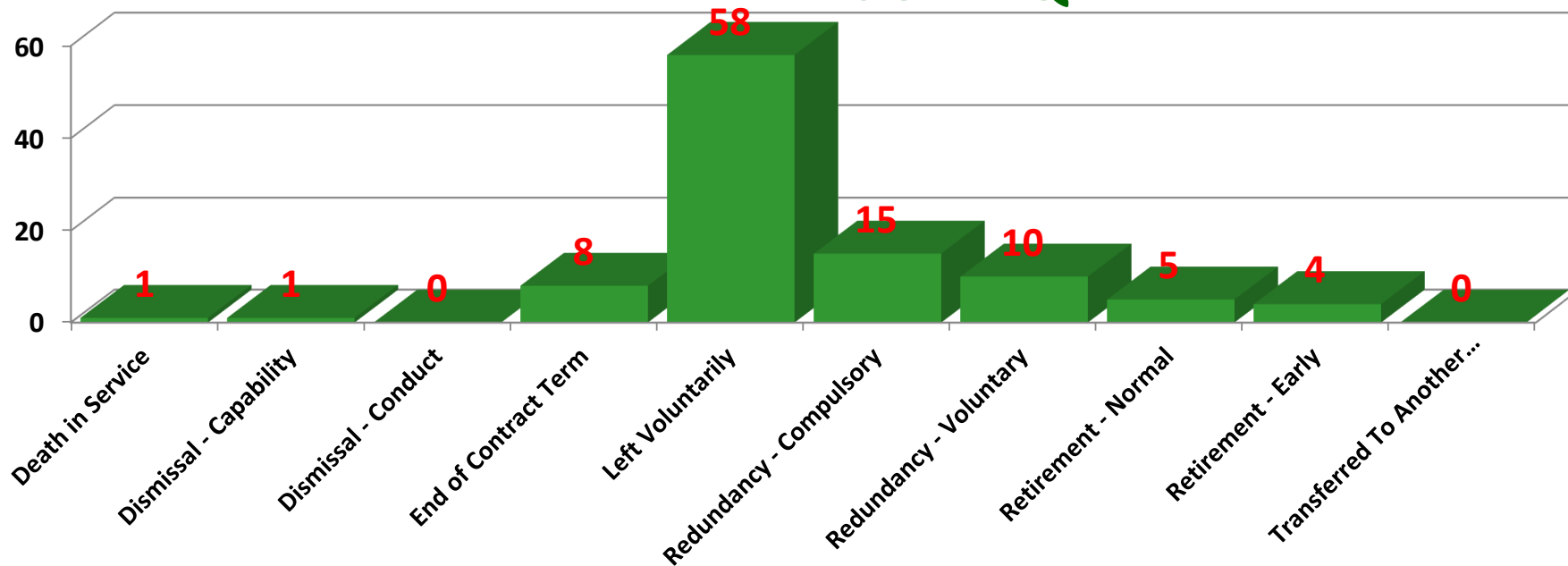
102

LEAVERS - 2015/16

160

LEAVER REASON - Q2

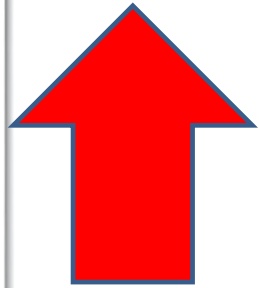
Page 90



QUARTER 2 2015/16 DASHBOARD

ATTENDANCE - SCHOOLS

DAYS LOST PER FTE AT 30/09/15



30/09/2014
1.22

1.36

30/09/2015
1.36

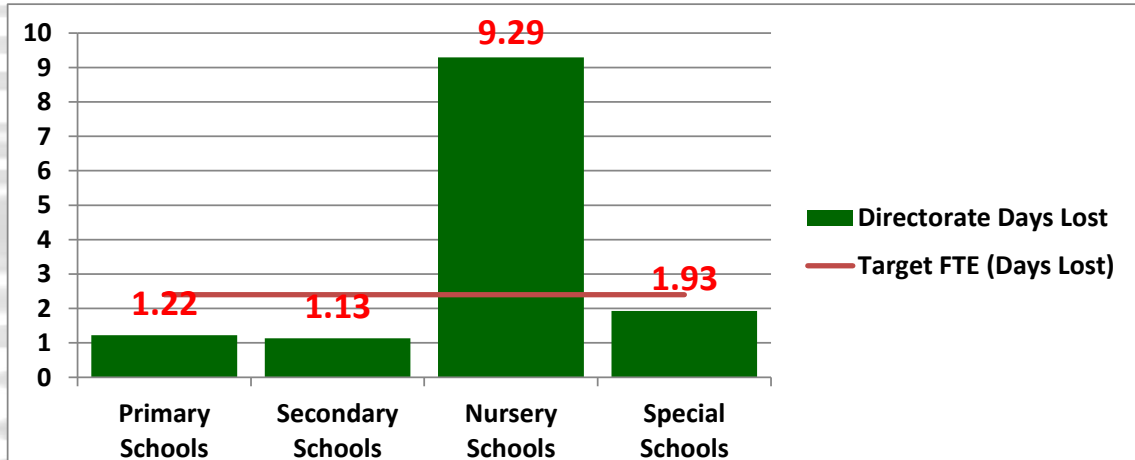


Increase of 0.14

TOP 4 REASONS

1. INFECTIONS
2. MUSCOSKELETAL
3. STOMACH;LIVER;DISGESTION & VOMITING
4. STRESS;DEPRESSION;ANXIETY

FTE DAYS LOST BY DIRECTORATE



QUARTER 2 2015/16 DASHBOARD

ATTENDANCE - SCHOOLS (TEACHING)

DAYS LOST PER FTE AT 30/09/15



30/09/2014
0.86

0.77

30/09/2015
0.77



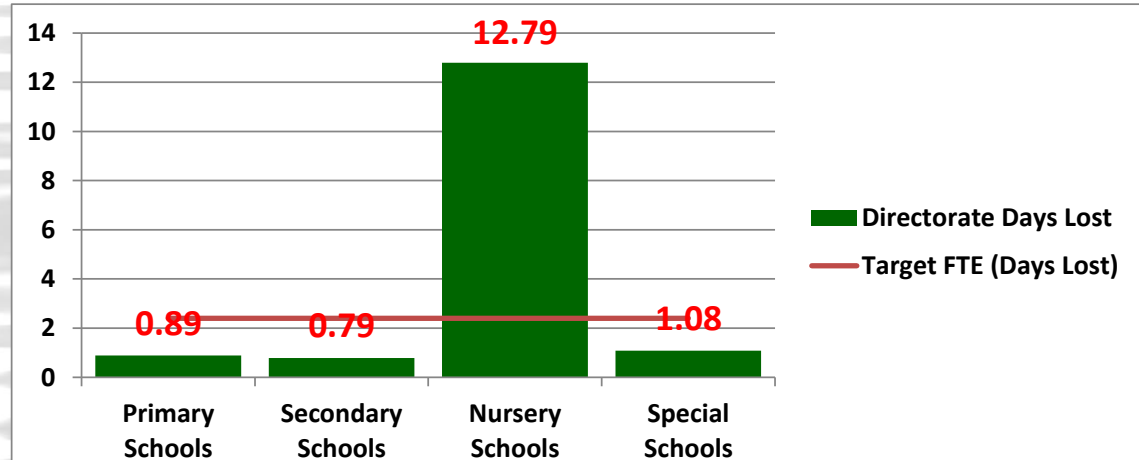
Decrease of 0.11

Page 92

TOP 4 REASONS

1. STRESS;DEPRESSION;ANXIETY
2. INFECTIONS
3. STOMACH;LIVER;DISGESTION & VOMITING
4. MUSCULOSKELETAL

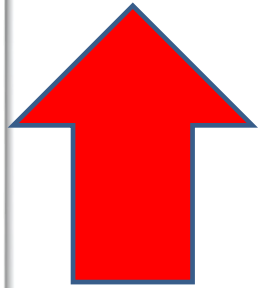
FTE DAYS LOST BY DIRECTORATE



QUARTER 2 2015/16 DASHBOARD

ATTENDANCE - SCHOOLS (NON-TEACHING)

DAYS LOST PER FTE AT 30/09/15



30/09/2014
1.63

2.10

30/09/2015
2.10

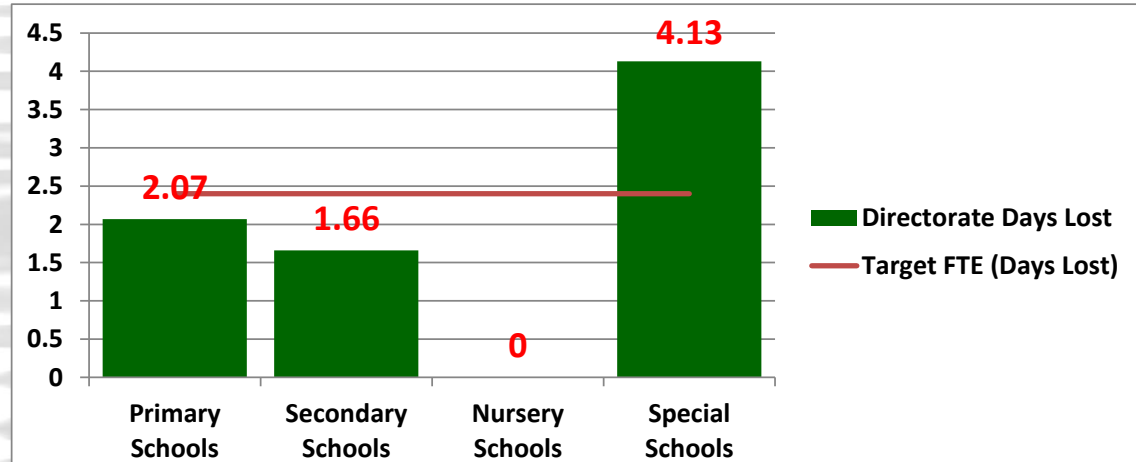


Increase of 0.47

TOP 4 REASONS

1. MUSCULOSKELETAL
2. STRESS;DEPRESSION;ANXIETY
3. STOMACH;LIVER;DISGESTION & VOMITING
4. INFECTIONS

FTE DAYS LOST BY DIRECTORATE



QUARTER 2 2015/16 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS

GENDER BREAKDOWN

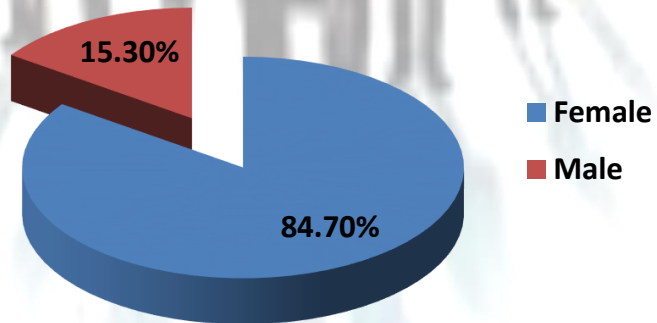
MALE

509
(15.30%)

FEMALE

2,817
(84.70%)

GENDER BREAKDOWN (%)



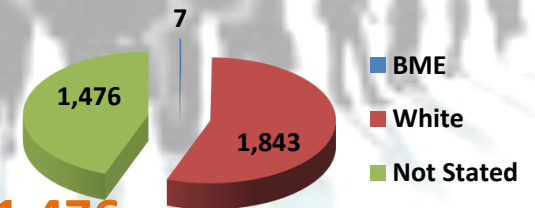
ETHNICITY

BME - 7

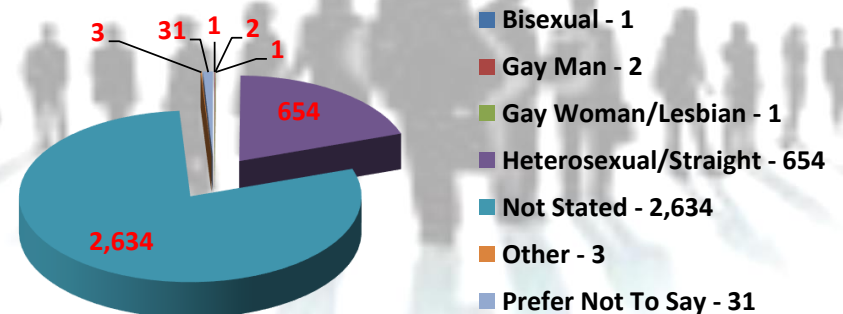
WHITE - 1,843

NOT STATED - 1,476

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION



QUARTER 2 2015/16 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS (TEACHING)

GENDER BREAKDOWN

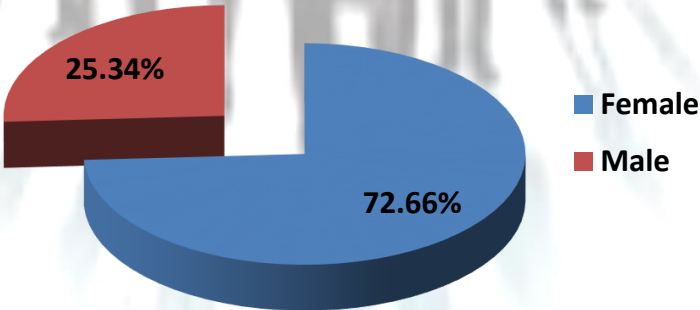
MALE

356
(25.34%)

FEMALE

1,049
(74.66%)

GENDER BREAKDOWN (%)



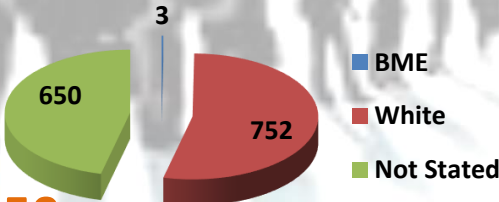
ETHNICITY

BME - 3

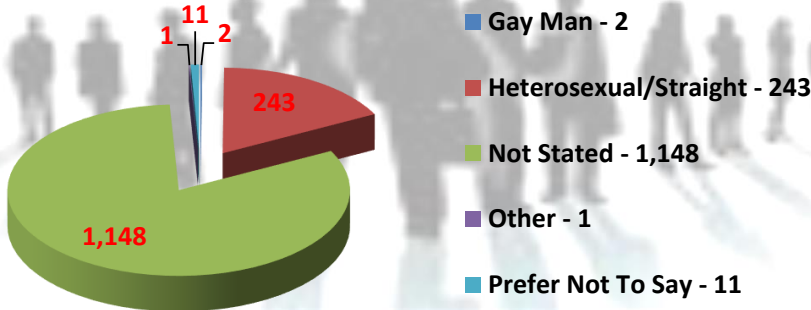
WHITE - 752

NOT STATED - 650

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION



QUARTER 2 2015/16 DASHBOARD

EQUALITY AND DIVERSITY - SCHOOLS (NON-TEACHING)

GENDER BREAKDOWN

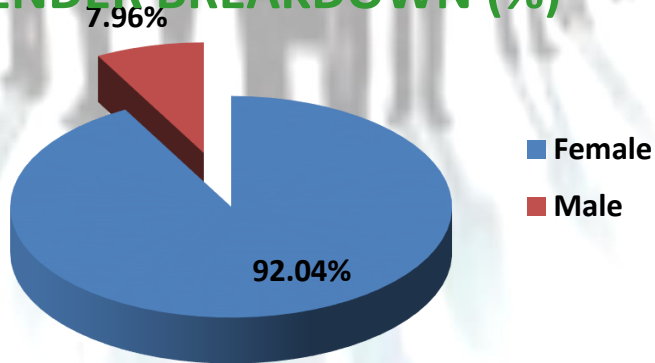
MALE

153
(7.96%)

FEMALE

1,768
(92.04%)

GENDER BREAKDOWN (%)



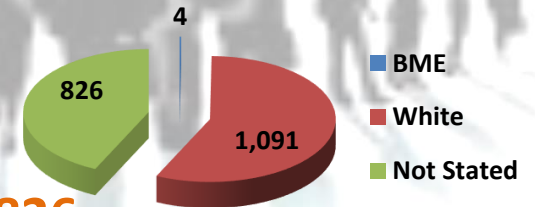
ETHNICITY

BME - 4

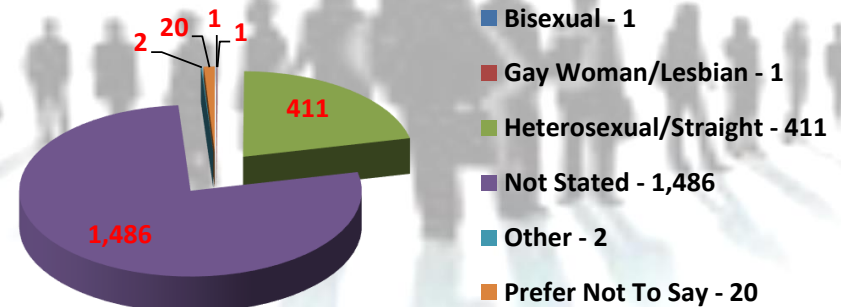
WHITE - 1,091

NOT STATED - 826

ETHNICITY BREAKDOWN (%)



SEXUAL ORIENTATION





CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 12 November, 2015
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Member Engagement Manager
Type of Report	Operational

EXECUTIVE SUMMARY

Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work programme of the Committee 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.

The Committee is asked to consider, and amend where necessary, the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.

RECOMMENDATION

1	That the Committee considers the draft Forward Work Programme and approve/amend as necessary.
2	That the Member Engagement Manager, in consultation with the Chair and Vice-Chair of the Committee be authorised to vary the Forward Work Programme between meetings, as the need arises.

REPORT DETAILS

1.00	EXPLAINING THE FORWARD WORK PROGRAMME
1.01	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 Improvement Plan.
1.02	<p>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:</p> <ol style="list-style-type: none">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 of legislation?5. Is it prompted by the work carried out by Regulators/Internal Audit?
2.00	RESOURCE IMPLICATIONS
2.01	None as a result of this report.
3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	Publication of this report constitutes consultation.
4.00	RISK MANAGEMENT
4.01	None as a result of this report.
5.00	APPENDICES
5.01	Appendix 1 – Draft Forward Work Programme
6.00	LIST OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	<p>None.</p> <p>Contact Officer: Robert Robins Member Engagement Manager</p> <p>Telephone: 01352 702320</p> <p>E-mail: robert.robins@flintshire.gov.uk</p>

7.00	GLOSSARY OF TERMS
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.

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

DATE	SUBJECT	O&S Focus	REPORT FROM
Thursday 10 th December 10.00	Police & Crime Commissioner: consultation on the Crime & Policing Plan for 2016/17	Consultation	Robert Robins
	Medium Term Financial Strategy (verbal)	Assurance and comment	Chief Executive/Gary Ferguson
	Revenue Budget Monitoring (Month 6)	Monitoring	Sara Dulson
	Forward Work Programme	Approval and development	Robert Robins
Budget Consultation Meetings December and January			
Thursday 14 th January 2016 10.00	Medium Term Financial Strategy (Verbal)	Assurance and comment	Chief Executive/Gary Ferguson
	Revenue Budget Monitoring (Month 7)	Monitoring	Sara Dulson
	Forward Work Programme	Approval and development	Robert Robins
Thursday, 11 th February 2016 10.00	Medium Term Financial Strategy (Verbal)	Assurance and comment	Chief Executive/Gary Ferguson
	Revenue Budget Monitoring (Month 8)	Monitoring	Sara Dulson
	Quarter 3 Workforce Information	Monitoring	Andrew Adams
	Forward Work Programme	Approval and development	Robert Robins

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

Thursday, 17 th March 2016 10.00	Revenue Budget Monitoring (Month 9) Q3 Improvement Plan Monitoring Forward Work Programme	Assurance and comment Monitoring Approval and development	Sara Dulson Robert Robins Robert Robins
Thursday, 14 th April 2016 10.00	Revenue Budget Monitoring (Month 10) Forward Work Programme	Monitoring Approval and development	Sara Dulson Robert Robins
Items to be scheduled	Health and Well-being update Customer services and Call-handling update	Information	Helen Stappleton