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To: Councillor Clive Carver (Chairman)

Councillors: Marion Bateman, Paul Cunningham, Peter Curtis, Andy Dunbobbin, Robin Guest, Ron Hampson, Ray Hughes, Richard Jones, Brian Lloyd, Vicky Perfect, Paul Shotton, Ian Smith, Nigel Steele-Mortimer and Arnold Woolley

2 December 2016

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, 8th December, 2016 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 - 10)

Purpose: To confirm as a correct record the minutes of the meeting held on 10 November 2016.

4 POLICE & CRIME COMMISSIONER FOR NORTH WALES (PRESENTATION)

The Police & Crime Commissioner for North Wales, Mr Arfon Jones, has been invited to attend the meeting to give a short presentation and to respond to Members' questions.

5 **QUARTER 2/MID-YEAR IMPROVEMENT PLAN MONITORING REPORT 2016/17** (Pages 11 - 38)

Report of Chief Executive and Chief Officer (Governance) - Cabinet Member for Corporate Management

Purpose: To enable Members to fulfil their scrutiny role in relation to performance monitoring.

6 **REVENUE BUDGET MONITORING 2016/17 (MONTH 7)** (Pages 39 - 68)

Report of Corporate Finance Manager - Leader of the Council and Cabinet Member for Finance

Purpose: 'This regular monthly report provides the latest revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account. The position is based on actual income and expenditure as at Month 7, and projects forward to year-end.'

7 **FORWARD WORK PROGRAMME (CORPORATE RESOURCES)** (Pages 69 - 74)

Report of Democratic Services Manager

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

Yours sincerely



Robert Robins
Democratic Services Manager

CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE **10 NOVEMBER 2016**

Minutes of the meeting of the Corporate Resources Overview & Scrutiny Committee of Flintshire County Council held in the Delyn Committee Room, County Hall, Mold on Thursday, 10 November 2016

PRESENT: Councillor Clive Carver (Chairman)

Councillors: Paul Cunningham, Peter Curtis, Robin Guest, Ron Hampson, Brian Lloyd, Vicky Perfect, Paul Shotton, Ian Smith, Nigel Steele-Mortimer and Arnold Woolley

SUBSTITUTE: Councillor Haydn Bateman (for Marion Bateman)

APOLOGY: Councillor Ray Hughes

ALSO PRESENT: Councillors Ian Dunbar, Brian Dunn and Dave Mackie

CONTRIBUTORS: Councillor Aaron Shotton, Leader of the Council & Cabinet Member for Finance; Councillor Billy Mullin, Cabinet Member for Corporate Management; Chief Executive; Chief Officer (Governance); and Corporate Finance Manager

Chief Fire Officer Simon Smith and Deputy Chief Fire Officer Dawn Docx of North Wales Fire and Rescue Service (for minute number 52)

Senior Manager, Human Resources and Organisational Development (for minute number 54)

IN ATTENDANCE: Democratic Services Manager and Committee Officer

50. DECLARATIONS OF INTEREST

On Agenda Item 4 'North Wales Fire & Rescue Authority', Councillor Paul Shotton declared a personal interest as a member of the Fire Authority.

51. MINUTES

The minutes of the meeting of the Committee held on 13 October 2016 had been circulated with the agenda.

Matters Arising

Minute number 46: Workforce Information Report - Quarter 1 2016/17 - Councillor Arnold Woolley questioned why the report was longer than that for the same quarter in 2015/16, pointing out the implications on cost and difficulty in comparing trends. The Democratic Services Manager agreed to look into this. The Chief Executive explained that more recent reports, which were generated by the iTrent system, were likely to include more detail following

requests by Members and he asked that any suggested changes to reports be raised with officers.

Minute number 48: Forward Work Programme - the Chairman had received confirmation that an email address for reporting IT faults was not currently available. If the Chairman was made aware that such a facility was introduced, he would share this with all Members.

RESOLVED:

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

52. NORTH WALES FIRE & RESCUE AUTHORITY

Chief Fire Officer Simon Smith and Deputy Chief Fire Officer Dawn Docx of North Wales Fire and Rescue Service were welcomed to the meeting to give a presentation on the public consultation exercise, as set out in the document 'Affordable fire and rescue services for North Wales'. A short video was shown to highlight the significant financial pressures on the Fire Authority and its proposed improvement objectives for 2017/18:

1. Continuing to keep people safe from fire in their homes.
2. Taking a new approach to meeting the Authority's costs.
3. Protecting all our communities with better planning of firefighting crews.
4. Exploring how we can do more things for our communities.

A number of internal changes had ensured that service delivery to communities remained unaffected, however continued financial pressures had identified the need for a new financial strategy to meet the £2.3m funding gap.

Councillor Paul Shotton welcomed the preventative work which had contributed to the decline in fire incidents over the past decade. In response to a question, the Chief Fire Officer provided explanation on the 'co-responding' pilot scheme where support was given to the Ambulance Service by providing reactive and intermediate help on urgent serious incidents. This did not replace the services by the Ambulance Trust and was an extension to the firefighter role with those taking part did so voluntarily. Although the final outcome of the trial was not yet known, the positive impact was recognised. Information was also shared on another pilot involving community safety teams providing support on low-level incidents in Conwy and Denbighshire.

Councillor Peter Curtis referred to the need for action by the Welsh Government (WG) to combat widespread austerity, and raised his concerns about the impact of further funding cuts.

The Chief Fire Officer spoke about the support received from WG. Whilst significant work had been done to reduce the number of fires, there was a danger in reduced service demand as prevention was the only way to reduce deaths and injuries.

Councillor Brian Lloyd thanked the Fire Service for its assistance on a recent incident.

Councillor Robin Guest spoke about the Council's support for the Fire Authority as a reactive service. He referred to the £47 cost per head of population for North Wales in comparison with previous years and supported the proposal to seek additional funding from councils. On Objective 4, he felt that a degree of caution was needed on creating opportunities to support other emergency services. The Chief Fire Officer said that to avoid any reduction in resources/capability, the objective was aimed at identifying other activities to help justify and sustain the service into the future whilst balancing the budget.

The Deputy Chief Fire Officer provided explanation on the financial strategy resulting in the cost per head of population being maintained since 2010/11. She also spoke about the three year budget plan to deal with the funding gap. The proposed increased levy from councils of £1.7m for 2017/18 would be levelled out the following year, utilising reserves.

As a former member of the Fire Service, Councillor Paul Cunningham applauded the approach being taken and commented on the range of other duties undertaken by fire officers.

The pilot with the Ambulance Service was welcomed by Councillor Ron Hampson in recognition of the increasing pressures arising from the ageing population. The Chief Fire Officer explained that the pilot had been financed internally and that any plans to extend this would require discussions on funding with WG and the health sector.

Councillor Arnold Woolley felt that public support for increased funding would be forthcoming, given the value of the Fire Service. The Chief Fire Officer said that individual decisions on contribution levels would need to be made by each of the six North Wales councils and that views may differ.

Councillor Ian Dunbar, who was attending as an observer, was permitted to speak. As a member of the Fire Authority, Councillor Dunbar commended the approach and highlighted the Phoenix projects which helped young people. He supported the request for additional funding and referred to the proposal to withdraw one wholtime fire engine in Wrexham. The Chief Fire Officer emphasised that this decision had not been taken lightly and that a number of factors had been considered such as the declining number of incidents, the need to find efficiencies and manage risk without resorting to redundancies or the loss of another fire station. He pointed out that difficult decisions would need to be made in January, following the outcome of the public consultation exercise.

The Chief Executive advised the Committee that this was the only opportunity to formally discuss the consultation document before the Council could respond within the deadline. He explained that the wider public view was a material factor in balancing the budget and may not concur with that of local

authorities. On the budget pressure, should the increase in levy be approved by the Fire and Rescue Authority, this would need to be treated as an additional pressure with one funding option being to include it within the annual Council Tax setting.

When asked by Councillor Vicky Perfect about the potential impact of the levy on Council Tax, the Corporate Finance Manager reported this to be around 0.51%.

The Committee supported the recommendations in the report, along with that from Councillor Guest for greater explanation on the thinking behind Objective 4.

RESOLVED:

That the four proposed strategic objectives within the consultation document be supported, with the proviso that there should be greater explanation on the thinking behind Objective 4 'Exploring how we can do more things for our communities'.

53. PROCUREMENT STRATEGY

The Chief Officer (Governance) presented the proposed Procurement Strategy which set out seven overarching principles on how procurement activities would be carried out, which would be largely achieved by complying with the recently approved Contract Procedure Rules (CPRs). Linked to the Improvement Priorities, the two outcomes were to achieve value for money and to contribute to the local economy through spending in the local area, the use of community benefit clauses and by targeting contracts to social enterprises. The action plan would clarify expectations on community benefit clauses and would be underpinned by a series of performance indicators subject to monitoring.

The Chairman supported the focus on helping the local economy and asked for the figure spent on Flintshire based businesses in 2014/15, omitted from the foreword of the Strategy. The Chief Officer agreed to share this with the Committee.

Councillor Billy Mullin said that whilst the Welsh Government (WG) expected spend to be targeted within Wales, the intention was to extend this to the Mersey Dee Alliance area to reflect the fact that Flintshire was on the border with England.

Councillor Paul Shotton welcomed the community benefits and opportunities for local businesses in partnership with the Federation of Small Businesses and Deeside Business Forum.

The Chief Officer referred to previous discussions on CPRs and explained that Economic Development and Procurement teams were helping to target local spend at small to medium enterprises. Work was being

undertaken with Denbighshire County Council to maximise the use of community benefit clauses to be deployed as appropriate in contracts.

In response to a comment from the Chairman, the Chief Executive referred to the 2015 baseline figure of 52% spend with North Wales businesses and positive contributions already made on community benefits.

The Chief Officer spoke about changes to the community benefits threshold and to maximise their use across as many contracts as possible.

Whilst supporting opportunities for local businesses, Councillor Robin Guest highlighted the importance of achieving value for money. Councillor Peter Curtis agreed with the need to balance quality and cost, recognising that cross-border services and skills may be required.

Councillor Arnold Woolley raised queries on skills required for contract management, the approach to dealing with complaints and the extended use of sub-contractors. The Chief Officer referred to debate by the Audit Committee resulting in outcomes for training to highlight contract management obligations and for progress to be reported to the Audit Committee in January 2017. He pointed out that the use of sub-contractors could be reasonable depending on the contract and that the number of complaints should be considered within the context of the Council's overall spend. He went on to give explanation on the mechanism for controlling contract management within the approved CPRs including powers for principal contractors to deal with under-performing sub-contractors.

Councillor Aaron Shotton highlighted the need to raise evidence-based complaints and explained that the concerns raised at the Audit Committee meeting had in fact involved mitigating factors. He spoke about further work on procurement to identify trends.

In response to Councillor Woolley's comments about skills for contract management, the Chief Officer advised that a performance indicator had been set and that restructuring of the shared Procurement service would create business partner equivalents to focus on specific areas.

The Committee supported Councillor Woolley's proposal to recommend approval of the Strategy.

RESOLVED:

That the Procurement Strategy be recommended to Cabinet for approval.

54. APPRAISALS SUBSTANTIVE PROGRESS REPORT

The Chief Executive introduced a report with detailed completion levels of appraisals by each portfolio, following the information received at the July 2016 meeting on Corporate Services. Whilst the aim remained to achieve 100% completion levels, a degree of slippage was acknowledged and would be

carefully monitored. A number of contributory factors were highlighted such as the number of field-based officers in Social Services and the number of employees in Facilities Services within Organisational Change 2.

The Senior Manager, Human Resources and Organisational Development reported that since production of the report, completion of appraisals had increased by up to 10% including groups where light-touch appraisals had been undertaken. She gave assurance of work to verify exemption figures and the quality of appraisals setting meaningful objectives and identifying knowledge/talent gaps.

Councillor Billy Mullin gave a reminder that appraisals were a two-way discussion, giving employees the opportunity to raise concerns or seek support.

Whilst acknowledging the progress made, Councillor Robin Guest pointed out that the achievement of 100% in some areas such as Organisational Change 2 was unlikely by the December deadline. For fairness and accuracy, he suggested that future reports include a separate line for authorised exemptions. The Chief Executive agreed and said that other sections were expected to close the gap on the completion rate. He went on to explain the reason for employees of Clwyd Theatr Cymru being amongst those exempt, with the introduction of a new system at the Theatr based on collective business performance objectives.

Councillor Arnold Woolley welcomed the progress made on this long-standing issue. On the second recommendation in the report, it was clarified that periodic reports would be incorporated as part of quarterly monitoring arrangements.

RESOLVED:

- (a) That the progress made against the target set for completion of appraisals for portfolios and the Council as a whole be noted;
- (b) That future reports will be included within the Workforce or Performance reports; and
- (c) That more detail be provided on 'authorised exemptions' in future reporting.

55. REVENUE BUDGET MONITORING (MONTH 6) AND CAPITAL PROGRAMME MONITORING (MONTH 6)

The Corporate Finance Manager introduced a report on the revenue budget monitoring position for 2016/17 for the Council Fund and Housing Revenue Account (HRA) and the Capital Programme as at Month 6.

Revenue Budget Monitoring

On the Council Fund, the projected position was that net spend would be £1.553m higher than the budget. This was likely to be impacted by the outcome of negotiations with the Welsh Government (WG) on an additional transport grant and funding for replacement bus service provision following the collapse of GHA Coaches. Progress on efficiencies had resulted in a revised target of £10.521m, with 91% expected to be achieved in year. Amongst the risks were potential changes to the Minimum Revenue Provision which would form part of the budget discussions at the forthcoming special meeting of the Committee.

On the HRA, the year end closing balance was projected to be £1.061m which was above the recommended minimum level at 3.3% of total expenditure.

Councillor Robin Guest acknowledged the actions which had been taken on the orphaned industrial site at Sandycroft and asked about the expected timing of the site closure. The Chief Executive said that a conclusion was expected within the calendar year and that a fuller separate response would be circulated.

Following a request from Councillor Ian Smith, the Corporate Finance Manager agreed to look into whether the finance system could generate appendices with larger print.

In response to comments from Councillor Ian Dunbar on GHA Coaches, the Chief Executive gave a brief update and explained that school transport provision was the responsibility of the Council and that this budget pressure was being calculated for 2017/18.

Capital Programme

Changes to the Capital Programme showed a revised position of £60.551m. A summary of changes during the quarter were included in Section 1.05 being a net increase of £1.404m on Council Fund and £0.083m on the HRA mainly relating to changes in grant funding.

An update on expenditure reported the position on spend to be £30.170m out of the £60.551 revised budget; this was in excess of the 30% spent at the same time in 2015/16.

Two requests for resources had been made for an upgraded microphone system for the Council Chamber and the installation of an average speed camera system along the A548 Sealand Road.

The Chairman asked for details on the funding and costs arising from the latter. The Chief Executive agreed that a written response would be shared.

RESOLVED:

- (a) That the Committee receives the Revenue Budget Monitoring 2016/17 (Month 6) monitoring report;
- (b) That the Committee confirms that on this occasion, there is nothing which it wishes to bring to the attention of Cabinet; and
- (c) That the Committee receives the Capital Programme 2016/17 monitoring (Month 6) and confirms that there is nothing which it wishes to bring to the attention of Cabinet.

56. FORWARD WORK PROGRAMME

The Forward Work Programme was considered and the following actions agreed:

- The People Strategy and Workforce Information Quarter 2 reports to be scheduled for the meeting on 12 January 2017.
- The provisional budget meeting on 16 December 2017 to be cancelled.

RESOLVED:

- (a) That the Forward Work Programme, as submitted, be approved with amendments; and
- (b) That the Democratic Services Manager, in consultation with the Chair, be authorised to vary the Forward Work Programme between meetings, should this be necessary.

57. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

There was one member of the press in attendance.

(The meeting started at 10am and ended at 12.30pm)

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Chairman



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 8 th December, 2016
Report Subject	Quarter 2 Improvement Plan 2016/17 Monitoring Report
Cabinet Member	Cabinet Member for Corporate Resources
Report Author	Chief Executive Chief Officer – Governance
Type of Report	Operational

EXECUTIVE SUMMARY

The Improvement Plan for 2016/17 was adopted by the Council on 14th June 2016.

This report presents the monitoring of progress for the second quarter of the Improvement Plan 2016/17 priorities 'Modern and Efficient Council' and 'Safe Communities' relevant to the Corporate Resources Overview & Scrutiny Committee.

Flintshire is a high performing Council as evidenced in previous Improvement Plan monitoring reports as well as in the Council's Annual Performance reports. This second quarter monitoring report for 2016/17 is another positive report with 98% of activities being assessed as making good progress and 54% likely to achieve the desired outcome. In addition, 68% of the performance indicators met or exceeded target for the quarter. Risks are also being successfully managed with the majority being assessed as moderate (71%) or minor/insignificant (12%).

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

RECOMMENDATIONS

1	That the Committee considers the Quarter 2 Improvement Plan Monitoring Reports, highlight and monitor poor performance and feedback details of any challenge to the Policy, Performance and Partnerships Team who are responsible for the overview and monitoring of improvement targets.
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REPORT DETAILS

1.00	EXPLAINING THE IMPROVEMENT PLAN MONITORING REPORT
1.01	<p>The Improvement Plan monitoring reports give an explanation of the progress being made toward the delivery of the impacts set out in the 2016/17 Improvement Plan. The narrative is supported by performance indicators and / or milestones which evidence achievement. In addition, there is an assessment of the strategic risks and the level to which they are being controlled.</p>
1.02	<p>Monitoring our Activities</p> <p>Each of the sub-priorities have high level activities which are monitored over time. 'Progress' monitors progress against scheduled activity and has been categorised as follows: -</p> <ul style="list-style-type: none"> • RED: Limited Progress – delay in scheduled activity; not on track • AMBER: Satisfactory Progress – some delay in scheduled activity, but broadly on track • GREEN: Good Progress – activities completed on schedule, on track <p>A RAG (Red/Amber/Green) status is also given as an assessment of our level of confidence at this point in time in achieving the 'outcome(s)' for each sub-priority. Each outcome has been categorised as: -</p> <ul style="list-style-type: none"> • RED: Low – lower level of confidence in the achievement of the outcome(s) • AMBER: Medium – uncertain level of confidence in the achievement of the outcome(s) • GREEN: High – full confidence in the achievement of the outcome(s).
1.03	<p>In summary our overall progress against the high level activities is: -</p> <p>ACTIVITIES PROGRESS</p> <ul style="list-style-type: none"> • We are making good (green) progress in 56 (98%) activities. • We are making satisfactory (amber) progress in 1 (2%) activity. <p>ACTIVITIES OUTCOME</p> <ul style="list-style-type: none"> • We have a high (green) level of confidence in the achievement of 31 (54%) activity outcomes. • We have a medium (amber) level of confidence in the achievement of 26 activity outcomes (46%). • None of our activities have a low (red) level of confidence in achievement of outcomes.
1.04	<p>Monitoring our Performance</p> <p>Analysis of performance against the Improvement Plan performance indicators is undertaken using the RAG status. This is defined as follows: -</p> <ul style="list-style-type: none"> • RED equates to a position of under-performance against target • AMBER equates to a mid-position where improvement may have been

	<p>made but performance has missed the target</p> <ul style="list-style-type: none"> • GREEN equates to a position of positive performance against target.
1.05	<p>Analysis of current levels of quarterly performance shows the following: -</p> <ul style="list-style-type: none"> • 30 (68%) had achieved a green RAG status • 3 (7%) have an amber RAG status • 11 (25%) have a red RAG status
1.06	<p>The quarterly performance indicator (PI's) which showed a red RAG status for current performance, relevant to the Corporate Resources Overview & Scrutiny Committee is: -</p> <p>Priority: Modern and Efficient Council PI: Amount of efficiency targets achieved.</p> <p>Month 6 budget monitoring indicates a current projection of 91% of efficiencies to be achieved within 2016/17. The 91% refers to a current projection of £9.605M against the revised efficiency target of £10.521M which was revised following allocation of a contingency fund for a number of efficiencies no longer achievable in the current financial year.</p>
1.07	<p>Monitoring our Risks</p> <p>Analysis of the current risk levels of strategic risks identified in the Improvement Plan are as follows: -</p> <ul style="list-style-type: none"> • 3 (6%) are insignificant (green) • 6 (12%) are minor (yellow) • 36 (70%) are moderate (amber) • 6 (12%) are major (red) • There are no severe (black) risks.
1.08	<p>The one major (red) risk area identified for the Corporate Resources Overview & Scrutiny Committee is:-</p> <p>Priority: Modern and Efficient Council Risk: The scale of the financial challenge</p> <p>The Provisional Settlement for 2017/18 has since been received and is more favourable than the figure projected within the forecast. Work is continuing regarding stage 2 of the 2017/18 budget and the forecast will be updated once this work is complete.</p>

2.00	RESOURCE IMPLICATIONS
2.01	There are no specific resource implications for this report.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	The Improvement Priorities are monitored by the appropriate Overview and Scrutiny Committees according to the priority area of interest.
3.02	Chief Officers have contributed towards reporting of relevant information.

4.00	RISK MANAGEMENT
4.01	Progress against the risks identified in the Improvement Plan is included in the report at Appendix 1. Summary information for the risks assessed as major (red) is covered in paragraph 1.08 above.

5.00	APPENDICES
5.01	Appendix 1 – Quarter 2 Improvement Plan Monitoring Report – Modern and Efficient Council
5.02	Appendix 2 – Quarter 2 Improvement Plan Monitoring Report – Safe Communities

6.00	LISE OF ACCESSIBLE BACKGROUND DOCUMENTS
6.01	None. Contact Officer: Robert Robins, Democratic Services Manager Telephone: 01352 702320 E-mail: robert.robins@flintshire.gov.uk

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.
7.02	Risks: These are assessed using the improved approach to risk management endorsed by Audit Committee in June 2015. The new approach, includes the use of a new and more sophisticated risk assessment matrix which provides greater opportunities to show changes over time.

Risk Likelihood and Impact Matrix							
Impact Severity	Catastrophic	Y	A	R	R	B	B
	Critical	Y	A	A	R	R	R
	Marginal	G	Y	A	A	A	R
	Negligible	G	G	Y	Y	A	A
		Unlikely (5%)	Very Low (15%)	Low (30%)	Significant (50%)	Very High (65%)	Extremely High (80%)
Likelihood & Percentage of risk happening							
7.03	The new approach to risk assessment was created in response to recommendations in the Corporate Assessment report from the Wales Audit Office and Internal Audit.						

7.04	CAMMS – An explanation of the report headings
	<p>Actions:</p> <p><u>Action</u> – Each sub-priority have high level activities attached to them to help achieve the outcomes of the sub-priority.</p> <p><u>Lead Officer</u> – The person responsible for updating the data on the action.</p> <p><u>Status</u> – This will either be ‘In progress’ if the action has a start and finish date or ‘Ongoing’ if it is an action that is longer term than the reporting year.</p> <p><u>Start date</u> – When the action started (usually the start of the financial year).</p> <p><u>End date</u> – When the action is expected to be completed.</p> <p><u>% complete</u> - The % that the action is complete at the time of the report. This only applies to actions that are ‘in progress’. An action that is ‘ongoing’ will not produce a % complete due to the longer-term nature of the action.</p> <p><u>Progress RAG</u> – Shows if the action at this point in time is making limited progress (Red), satisfactory progress (Amber) or good progress (Green).</p> <p><u>Outcome RAG</u> – Shows the level of confidence in achieving the outcomes for each action.</p> <p>Measures (Key Performance Indicators - KPIs):</p> <p><u>Pre. Year Period Actual</u> – The period actual at the same point in the previous year. If the KPI is a new KPI for the year then this will show as ‘no data’.</p> <p><u>Period Actual</u> – The data for this quarter.</p> <p><u>Period Target</u> – The target for this quarter as set at the beginning of the year.</p> <p><u>Perf. RAG</u> – This measures performance for the period against the target. It is automatically generated according to the data. Red = a position of under performance against target, Amber = a mid-position where improvement may have been made but performance has missed the target and Green = a position of positive performance against the target.</p> <p><u>Perf. Indicator Trend</u> – Trend arrows give an impression of the direction the performance is heading compared to the period of the previous year. It is</p>

important to note that a 'downward arrow' always indicates poorer performance regardless of whether a KPI figure means that less is better (e.g. the amount of days to deliver a grant or undertake a review) or if a KPI figure means that more is better (e.g. number of new jobs in Flintshire).

Similarly an 'upward arrow' always indicates improved performance.

YTD Actual – The data for the year so far including previous quarters.

YTD Target – The target for the year so far including the targets of previous quarters.

Outcome RAG – The level of confidence of meeting the target by the end of the year. Low – lower level of confidence in the achievement of the target (Red), medium – uncertain level of confidence in the achievement of the target (Amber) and high-full confidence in the achievement of the target (Green).

Risks:

Risk Title – Gives a description of the risk.

Lead Officer – The person responsible for managing the risk.

Supporting Officer – The person responsible for updating the risk.

Initial Risk Rating – The level of the risk at the start of the financial year (quarter 1). The risks are identified as follows; insignificant (green), minor (yellow), moderate (amber), major (red) and severe (black).

Current Risk Rating – The level of the risk at this quarter.

Trend Arrow – The shows if the risk has increased, decreased or remained the same between the initial risk rating and the current risk rating.

Risk Status – This will either show as 'open' or closed'. If a risk is open then it is still a relevant risk, if the risk is closed then it is no longer a relevant risk; a new risk may be generated where a plan or strategy moves into a new phase.



Performance Progress Report

Flintshire County Council



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Print Date: 01-Dec-2016

8 Modern and Efficient Council



Actions

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.1 Develop the Community and Social Sectors through developing and growing social enterprises in Flintshire, in turn supporting and creating new forms of local business	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	55.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

A second meeting has taken place with a key group of social enterprises who are looking to develop their own priorities for developing the social sector. Work on the procurement strategy has been updated to include specific work focussing on potential contracting with the social sector and a greater emphasis on community benefits within specifications. Work continues through the Community Asset Transfer (CAT) and Alternatively Delivery Model (ADM) programmes to support the sectors development. This work is long term and the end date of March 2017 allows for getting to a stage where a number of new social enterprises have been created and the sector has the capacity to lead its development.

Last Updated: 30-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.2 Encourage volunteers and active citizens	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:



Encouraging volunteers and active citizens is a longer-term programme. Initially we have our volunteering policy which has been shared with the Public Services Board (PSB). Work on volunteering is being developed jointly by public sector partners under the "community resilience" priority of the Board. Evaluation will take place at the end of the year on take up of the policy and use of volunteers by services. This will then complete work on this initial element of encouraging volunteers. The amber judgement on outcome reflects the longer-term nature of achieving this outcome.



Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.1.1.3 Ensure community benefit through our commissioning of goods and services and their impact	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2016	31-Mar-2017	75.00%	 GREEN	 AMBER
<p>ACTION PROGRESS COMMENTS: A new set of Contract Procedure Rules (CPRs) has been approved by Council and will become operational on 1st November. As part of the new CPR there is a mandatory requirement to include community benefit considerations for all contracts above £1m. To ensure community benefits are agreed and included a new commissioning form has also been developed and, will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise. The amber status reflects a position of uncertainty as to the level of compliance by officers to the new corporate procedure rules.</p> <p>Last Updated: 30-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.4 Design and implement alternative delivery models (ADM's) to sustain important services to meet future need	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	70.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Leisure and Libraries, Facility Management and Social Care Work Opportunities are working on their final implementation plans to go before Cabinet in December with set up of each of the new delivery models planned for the first half of 2017.</p> <p>Last Updated: 11-Nov-2016</p>							



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.5 Empower communities to run and manage facilities in their locality through Community Asset Transfers CAT's)	Ian Bancroft - Chief Officer - Organisational Change 1	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
<p>ACTION PROGRESS COMMENTS: Work continues on progressing a number of assets that have achieved "stage 2 sign off" of business planning through to stage 3 legal completion. A considerable amount of work has taken place in relation to Holywell Leisure Centre, the most complex asset transfer, including consultation with staff and revising and updating the business plan. This transfer is due to take place between December 2016 and March 2017. To complete work this year requires both final completion of a number of asset transfers and monitoring of all those completed last year.</p> <p>Last Updated: 30-Nov-2016</p>							

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.1.1.6 Ensure our Armed Forces Community and their families are not disadvantaged when accessing Council Services	Karen Armstrong - Corporate Business and Communications Executive Officer	In Progress	01-Apr-2016	31-Mar-2018	50.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

Flintshire has played an active role in preparing for regional funding (Covenant Fund 2016) that has been made available from the Ministry of Defence. The application was submitted at the end of October 2016 and notification of a successful grant will be in the new year. The Council is also re-invigorating its working group to refresh and implement actions within the Armed Forces Covenant Action Plan. The amber status reflects a level of uncertainty about delivering the full impact.

Last Updated: 30-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.1 Develop and implement a three year financial plan that reflects anticipated funding, costs and efficiencies to support strategic decision making.	Gary Ferguson - Corporate Finance Manager	In Progress	01-Apr-2016	31-Mar-2017	80.00%	 GREEN	 AMBER

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ACTION PROGRESS COMMENTS:

The Medium Term Financial Strategy (MTFS) has been adopted by Cabinet, with Overview and Scrutiny Committee input, and regular updates are provided. The provisional Local Government settlement of Welsh Government is due mid-October. The amber outcome rating derives from uncertainty over the content of the settlement at this early stage. The provisional Local Government settlement was received on 19th October 2016 and was more favourable than was forecast within the MTFS. This was due to the funding being mainly flat lined to the 2016/17 level whilst the MTFS projection had assumed a cut of 1.5%. A stage 1 budget report was considered by Cabinet and Corporate Overview and Scrutiny Committee in September and a Stage 2 report which will include further Corporate Financial Stewardship options was considered by Cabinet in November 2016.

Last Updated: 30-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.2 Implement the People Strategy to ensure the council has sufficient capability and capacity to operate effectively as a smaller organisation	Sharon Carney - Lead Business Partner	In Progress	01-Apr-2016	31-Mar-2017	90.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The updated People Strategy for 2016-19 has been approved by Cabinet in November 2016. The strategy reflects organisational needs and aligns capacity to priorities. In the interim

period of Strategy revision, resources have been prioritised to meet dominant organizational needs including service reviews, efficiency led service model changes, the transition to Alternative Delivery Models, and workforce scale and cost reduction programmes.

Last Updated: 30-Nov-2016



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.3 Rationalise the Council's use of corporate accommodation	Lisa McLellan - Asset Manager	In Progress	01-Apr-2016	31-Mar-2018	70.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

The Council's corporate accommodation is being rationalised through reducing floor space and the costs of occupied office accommodation, and increasing the number/percentage of employees working in an agile way. Continued optimisation of space at both Flint Offices and Alltami progresses alongside phased County Hall rationalisation.

Last Updated: 08-Sep-2016

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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
8.2.1.4 Optimise purchasing efficiencies through the use of regional and national procurement collaborations and through the increased use of electronic solutions	Arwel Staples - Strategic Procurement Manager	In Progress	01-Apr-2016	31-Mar-2017	60.00%	 GREEN	 AMBER

ACTION PROGRESS COMMENTS:

50 officers of 150 nominated have been trained in new systems and processes. The £400k annual savings target from regional and national procurement collaborations is on track to be achieved. There is ongoing monitoring of efficiencies gained from the National Procurement Service as part of this programme. The amber rating for outcome reflects the longer term uncertainty around optimising regional and national efficiencies.

Last Updated: 30-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
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8.2.1.5 Embrace digital channels as the default in service design where possible to provide access to online services at a time and location convenient to the customer.	Rebecca Jones - Customer Services Team Leader	In Progress	01-Apr-2016	31-Mar-2017	50.00%	 GREEN	 GREEN
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ACTION PROGRESS COMMENTS:

The Council continues to make good progress towards providing services online. Quarter 2 saw an increase in the number of customers choosing electronic means to transact with the Council compared to quarter 1. Over 7,000 digital transactions were completed between July-September and website usage increased with over 186,000 users choosing the website to find information, submit enquiries and complete tasks. Customer Support Services continue to work closely with ICT as part of the Customer Service Strategy to develop a 'digital first' principle.

Last Updated: 03-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.1.1.3M01 Percentage of contracts awarded in the financial year over £1m with community benefit clauses included in contract documents	No Data	75	N/A	N/A	N/A	75	N/A	 AMBER

Lead Officer: Arwel Staples - Strategic Procurement Manager


Reporting Officer: Arwel Staples - Strategic Procurement Manager

Aspirational Target:

Progress Comment: A new set of Contract Procedure Rules (CPRs) have been approved by Council and became operational on 1st November. As part of the new CPRs there is a mandatory requirement to include Community Benefit considerations for all contracts above £1m. To ensure Community Benefits are agreed and included a new Commissioning Form has also been developed and will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise. The amber rating is due to i) the uncertainty of compliance with the CPRs and ii) unknown contracts which are not procured by the Corporate Procurement Unit.



Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
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IP8.1.1.3M02 Percentage of contracts awarded in the financial year under £1m with community benefit clauses included in contract documents	No Data	25	N/A	N/A	N/A	25	N/A	 AMBER
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Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: A new set of Contract Procedure Rules (CPRs) has been approved by Council and became operational on 1st November. As part of the new CPRs there is a mandatory requirement to include Community Benefit considerations for all contracts between £25k and £1m. To ensure Community Benefits are agreed and included a new Commissioning Form has also been developed and will be reviewed by the Corporate Procurement Unit prior to the commencement of each tendering exercise.

Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.1M01 Amount of efficiency targets achieved.	21447000	9605000	10521000	 RED	↓	19308000	21803000	 AMBER

Lead Officer: Gary Ferguson - Corporate Finance Manager
Reporting Officer: Sara Dulson - Finance Manager
Aspirational Target:
Progress Comment: This month 6 budget monitoring indicates a current projection of 91% of efficiencies to be achieved within 2016/17. The 91% refers to a current projection of £9.605M against the revised efficiency target of £10.521M which was revised following allocation of contingency fund for a number of efficiencies no longer achievable in the current financial year due to Member decisions as referenced in the M4 monitoring report.

Last Updated: 25-Oct-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.2M02 Increase percentage of staff that receive an annual appraisal	No Data	58.47	N/A	N/A	N/A	99.74	N/A	 AMBER



Lead Officer: Sharon Carney - Lead Business Partner

Reporting Officer: Andrew Adams - Business Information and Compliance Adviser

Aspirational Target:

Progress Comment: Corporate Resources Overview and Scrutiny received a detailed update report in November. There has been a significant increase in the appraisals either completed or scheduled (by 20 December 2016).

Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.2M04 (CHR/002) The number of working days per full time equivalent (FTE) local authority employee lost due to sickness absence.	2.07	2.05	2.33	 GREEN	↑	2.05	2.33	 GREEN



Lead Officer: Andrew Adams - Business Information and Compliance Adviser

Reporting Officer: -


Aspirational Target: 9.60

Progress Comment: Compared to the same quarter in 15/16, there has been a significant improvement which has meant that the authority achieved the quarterly target of 2.33 (annual target of 9.30). On going interventions continue to be made to further improve attendance.


Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.4M01 Achievement of efficiency savings achieved due to the use of National, Regional and Sectoral procurement frameworks	1306470	69000	100000	 GREEN	↓	329000	200000	 GREEN


Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Year to date efficiency savings calculations are currently £329k against an annual target of £400k. Whilst it is anticipated that the annual target will be achieved, further analysis is yet to be undertaken to ascertain market and category breakdowns.
 Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.4M02 Efficiencies achieved through the use of end to end electronic purchasing	No Data	No Data	N/A	N/A	N/A	No Data	N/A	 RED

Lead Officer: Arwel Staples - Strategic Procurement Manager
Reporting Officer: Arwel Staples - Strategic Procurement Manager
Aspirational Target:
Progress Comment: Welsh Government have made available to the Council details of the new Benefits Realisation Tracking Tool for end to end electronic purchasing. Once this training on the tool has been received the Council will be able to verify efficiencies achieved.
 Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.5M01 Increase the number of transactional services online and via the Flintshire app	No Data	7460	N/A	N/A	N/A	11627	N/A	 GREEN




Lead Officer: Katie Clubb - Community Support Services Manager
Reporting Officer: Rebecca Jones - Customer Services Team Leader
Aspirational Target:
Progress Comment: The number of customer enquiries received via digital channels i.e. website e-forms, Mobile App and Live Chat continue to increase. Compared to Q1 there was an overall increase in digital transactions of 44% in Q2. The number of customers choosing to contact the Council via its website increased by 51.7% in Q2 from 3,148 online e-forms to 6,521 in Q2. In Q1 it was reported that the NEW Homes website was launched but usage is low and opportunities are being explored to promote its use.
 Last Updated: 25-Oct-2016




KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP8.2.1.5M02 Increase the take-up of online services	No Data	186584	N/A	N/A	N/A	372073	N/A	 GREEN
<p>Lead Officer: Rebecca Jones - Customer Services Team Leader Reporting Officer: Rebecca Jones - Customer Services Team Leader Aspirational Target: Progress Comment: There was an increase in the number of users to the Council’s website in Q2. 186,584 users visited the online services that are provided by Flintshire County Council via the website, with each user visiting on average 2.26 times during the quarter. Over 1.2 million web pages were viewed and this means, website users looked at around 6 pages during their visit to our website. Internally, the new InfoNet was launched in August 2016 and 4,898 users have accessed the site, and viewed over 115,000 pages.</p> <p>Last Updated: 11-Nov-2016</p>								




RISKS




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Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and appetite of the community and social sectors.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: No increase in the number and strength in community and social sectors which in turn will limit the capacity for communities to assist in community asset transfer and other programmes. Management Controls: Careful business planning and capacity development with community partners. Progress Comment: Q2 - Building on the Community Asset Transfers from 2015/16 nine applications are now being progressed. In addition five ADM's are in progress, see section 8.1.1.4.</p> <p>Last Updated: 30-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The willingness of the workforce and Trade Unions to embrace change.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: Organisational change objectives cannot be met.</p> <p>Management Controls: Careful service and business planning with inclusivity of Trade Union and workforce input.</p> <p>Progress Comment: Q2 - Organisational change programmes are broadly within planned timescales, reflecting the willingness of the workforce and Trade Unions to embrace change.</p> <p>Last Updated: 30-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Market conditions which the new alternative delivery models face.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open
<p>Potential Effect: New Alternative Delivery Models will see a decrease in income and could be un-sustainable.</p> <p>Management Controls: Realistic business plans and an increased commercialism of new organisations (e.g leisure and libraries), underpinned by sufficient financial acumen.</p> <p>Progress Comment: Completed Alternative Delivery Model (ADM) business plans contain some initial considerations of market conditions. More detailed planning market analysis work is being completed in the transition phase for those business plans approved by Cabinet. Final Community Asset Transfer (CAT) plans are on the whole progressing.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Limitations on public funding to subsidise alternative models.	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effect: Alternative Delivery Models become unsustainable as it cannot meet costs with reduced funding from the Council.
Management Controls: Properly plan for reduced levels of council funding for each Alternative Delivery Model and contingency plans. An agreed funding model where the Council subsidises the ADM's over a limited period is built into the MTFs.
Progress Comment: Q2 - The amber rating is due to the transitional arrangements currently in place. The transitional period is nearing end and reports are due to go to Cabinet in December. Following this the risk level will change.

Last Updated: 30-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Procurement regulations stifling our ability to develop local community and third sector markets	Arwel Staples - Strategic Procurement Manager		Yellow	Yellow	↔	Open




Potential Effect: Unlikely increase in spend with Small and Medium Enterprises (SMEs) and third sector suppliers
Management Controls: Introduction of a new and improved corporate procurement strategy.
Progress Comment: A new corporate procurement strategy has been developed. The strategy has now been approved and one of the key outcomes is local supplier development, increased use of community benefits, and increased spend with Social Enterprises.

Last Updated: 30-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Social Enterprises fail in their early stages of development	Ian Bancroft - Chief Officer - Organisational Change 1	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager, Mike Dodd - Social Enterprise Development Lead Officer	Amber	Amber	↔	Open

Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: i) Business development to the sector supported by the Council.
 ii) Monitoring of performance of new Social Enterprise delivery.
 iii) New network of social enterprise taking responsibility for increasing strength of the sector.
Progress Comment: Q2 - The Social Enterprise Sector working group has met twice and is planning how it will provide leadership and support to the sector.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Newly established Community Asset Transfers fail in their early stages of development	Neal Cockerton - Chief Officer - Organisational Change 2	Dawn Holt - Alternative Delivery Models and Transforming Social Services Programme Manager				Open

Potential Effect: New social enterprises are not sustainable and go into liquidation
Management Controls: Business development support for the sector; monitoring and management of performance of new Social Enterprise delivery; new network of social enterprises taking responsibility for self-help.
Progress Comment: Business development work is on going. Monitoring of new Community Asset Transfers starts this year with reports received from Community groups and monitoring meetings arranged.

The Social Enterprise Sector working group is now active.

Last Updated: 30-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The scale of the financial challenge.	Gary Ferguson - Corporate Finance Manager					Open

Potential Effect: The Council does not have sufficient funding to meet it's priorities and obligations.
Management Controls: i) The Council's Medium Term Financial Strategy and efficiency programme.
 ii) National negotiations on local government funding.
Progress Comment: Q2) The Provisional Settlement for 2017/18 has since been received and is more favourable than the figure assumed within the forecast.

Work is continuing regarding stage 2 of the 2017/18 budget and the forecast will be updated once this work is complete.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The capacity and capability of the organisation to implement necessary changes.	Sharon Carney - Lead Business Partner		Red	Amber	↓	Open
<p>Potential Effect: Organisational change objectives cannot be met. Management Controls: Careful service and business planning with alignment of corporate resources supplemented with specialist external support where required. Progress Comment: Organisational change programmes are broadly on time and on budget.</p> <p>Last Updated: 29-Nov-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
The pace of procurement collaborations and our limited control over their development.	Gareth Owens - Chief Officer - Governance	Arwel Staples - Strategic Procurement Manager	Yellow	Amber	↓	Open
<p>Potential Effect: Procurement efficiencies will not be realised. Management Controls: Monitoring and management of the National Procurement Service (NPS) work programme and its benefits. Progress Comment: The National Procurement Service (NPS) has increased the pace of procurement collaboration delivery with 30+ framework agreements in place and further projects identified. The work programme delivery is being closely monitored.</p> <p>However actual benefits to the Council from the NPS framework agreements is varied, therefore further monitoring of actual benefits is required going forward.</p> <p>Last Updated: 20-Oct-2016</p>						

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Public attitude to accessing services on-line.	Clare Budden - Chief Officer - Community and Enterprise	Rebecca Jones - Customer Services Team Leader	Yellow	Yellow	↔	Open
<p>Potential Effect: Targeted efficiencies to be achieved through people switching to accessing services will not be met.</p> <p>Management Controls: Connects will promote and assist with self-service for to enable a full digital shift.</p> <p>Progress Comment: Q2) There continues to be an increase in the number of people choosing digital to transact with the Council; the number of digital transactions and website usage grows every quarter.</p> <p>Customer Services regularly monitor customer feedback around digital to ensure the services delivered digitally are fit for purpose. Frontline support continues to be offered via Flintshire Connects Advisors, encouraging and enabling customers to self-service now and in the future. Additionally, the rollout of payment kiosks at Flintshire Connects, with no concerns from the public demonstrates a level of acceptance that customers expect to self-service when accessing certain services.</p> <p>Last Updated: 29-Nov-2016</p>						

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Quarter 2 Improvement Plan 2016/17 Progress Report

Safe Communities

Flintshire County Council



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Print Date: 30-Nov-2016

5 Safe Communities

Actions



ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.1 Develop a plan to deliver the key outcomes of the North Wales Safer Communities Board (NWSCB) Community Safety Plan.	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

This action is complete. The North Wales Safer Communities Board Plan for 2016/17 has been approved. The plans of the Public Services Board (PSB) are consistent with and support the regional plan.

Last Updated: 30-Nov-2016



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ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.2 Contribute to the delivery of the North Wales Community Safety Plan priorities	Sian Jones - Public Protection Manager - Community	Completed	01-Apr-2016	31-Mar-2017	100.00%	 GREEN	 GREEN

ACTION PROGRESS COMMENTS:

This action is on-going. The regional priorities have been embedded within the local 'People are Safe' delivery plan for 2016/17 under the guidance of the Public Services Board.

Last Updated: 29-Nov-2016

ACTION	LEAD OFFICER	STATUS	START DATE	END DATE	COMPLETE %	PROGRESS RAG	OUTCOME RAG
5.1.1.3 Reduce fear of crime by making use of the latest technologies including closed circuit television (CCTV)	Doug Dowling - CCTV and Campus Manager	In Progress	01-Apr-2016	31-Mar-2017	25.00%	 GREEN	 AMBER



ACTION PROGRESS COMMENTS:

Feasibility study completed and consultants report received. Executive Summary issued to Chief Executive and Cabinet for consideration. Consultation with Town & Community Councils and other Stakeholders has been postponed and is to be completed by the end of the 2016/17 financial year. Relocation of the CCTV control room has been postponed. Progress to Stage Two of the consultants brief includes preparation of detailed technical specifications, proposals, drawings and tender documentation for the upgrade of the CCTV control room equipment from analogue to state of the art digital technology and the procurement of re-deployable cameras (where possible) to complement the static CCTV camera

scheme if agreed. Revised Service Level Agreements with Town & Community Councils are overdue.

Last Updated: 29-Nov-2016

Performance Indicators

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M01 The percentage of high risk repeat victims of domestic abuse referred to the Flintshire MARAC	38.2	17	28	 GREEN	↑	38.1	56	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community



Reporting Officer: Jackie Goundrey - Domestic Abuse Co-ordinator

Aspirational Target:



Progress Comment: The aim of the Multi Agency Risk Assessment Conference (MARAC) is to reduce repeat victimisation to those individuals at serious risk of harm. Cases are discussed once unless there is a further incident, which would then require the case to be brought back to MARAC for further review.

The period actual indicates the percentage of repeat cases brought back to MARAC. The national baseline is 28%. Flintshire have seen a reduction in the number of cases being brought back to MARAC for review.

Last Updated: 30-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M02 Achieving a waiting time of less than 20 days from referral to treatment (KPI 2)	144.37	84.21	80	 GREEN	↑	168.5	160	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community
Reporting Officer: -
Aspirational Target:
Progress Comment: 84.21% of referrals have achieved the waiting time of less than 20 days showing an improvement against our local target of 80%, and above the level expected by Welsh Government.
 Last Updated: 28-Nov-2016

KPI Title	Pre. Year Period Actual	Period Actual	Period Target	Perf. RAG	Perf. Indicator Trend	YTD Actual	YTD Target	Outcome RAG
IP5.1.1.2M03 Achieving the Welsh Government target for the percentage of completed substance misuse treatments (80%)	71.07	86.1	80	 GREEN	↑	86.1	80	 GREEN

Lead Officer: Sian Jones - Public Protection Manager - Community
Reporting Officer: -
Aspirational Target: 80.00
Progress Comment: 86.1% of Substance Misuse Treatments was achieved during Quarter 2. This is above the local target of 80%, and above the level expected by the Welsh Government.
 Last Updated: 11-Nov-2016

RISKS

Strategic Risk

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Lack of sustainable funding to deliver nationally determined community safety priorities.	Sian Jones - Public Protection Manager - Community		 Amber	 Yellow	↓	Open

Potential Effect: Unable to deliver services
Management Controls: Develop suitable exit strategies
Progress Comment: No issues to report. Funding levels for external grants in 2016/17 have all been confirmed.

Last Updated: 29-Nov-2016

RISK TITLE	LEAD OFFICER	SUPPORTING OFFICERS	INITIAL RISK RATING	CURRENT RISK RATING	TREND ARROW	RISK STATUS
Retention of experienced and skilled staff due to the short term grant funding regime.	Sian Jones - Public Protection Manager - Community		Amber	Amber	↔	Open

Potential Effect: Staff shortages may impact on service delivery.
Management Controls: Appropriate support has been put in place to enable the officers to undertake their work effectively.
Progress Comment: We have received confirmation of grant funding until 31st March 2017, however Welsh Government are unable to commit to funding levels beyond that date.

Last Updated: 29-Nov-2016

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CORPORATE RESOURCES OVERVIEW AND SCRUTINY

Date of Meeting	Thursday 8 December 2016
Report Subject	Revenue Budget Monitoring (Month 7)
Cabinet Member	Leader of the Cabinet 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 2016/17 (Month 7).

RECOMMENDATIONS

1	That the committee considers and comments on the Revenue Budget Monitoring 2016/17 (Month 7) 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 MONITORING POSITION 2016/17 (MONTH 7)
1.01	The Revenue Budget Monitoring 2016/17 (Month 7) report will be presented to Cabinet on Tuesday 13 December 2016. A copy of the report is attached as Appendix A to this report.

2.00	RESOURCE IMPLICATIONS
2.01	As set out in Appendix; Revenue Budget Monitoring 2016/17 (Month 7).

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 2016/17 (Month 7).

5.00	APPENDICES
5.01	Appendix A; Revenue Budget Monitoring 2016/17 (Month 7).

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, 13 December 2016
Report Subject	Revenue Budget Monitoring 2016/17 (month 7)
Cabinet Member	Leader of the Council and Cabinet Member for Finance
Report Author	Corporate Finance
Type of Report	Operational

EXECUTIVE SUMMARY

This monthly report provides the latest revenue budget monitoring position for 2016/17 for both the Council Fund and Housing Revenue Account.

The report is based on actual income and expenditure as at Month 7 of the financial year. The report also projects how the budget would stand at the close of the financial year if all things remained equal.

The projected year end position, without any further action to reduce cost pressures or to identify new efficiencies would be as follows:-

Council Fund

- Net in year expenditure forecast to be £1.771m higher than budget
- Projected contingency reserve balance of £1.434m

The overall projected in year position is an additional adverse movement of £0.218m on the position reported last month.

The Council is awaiting a decision from Welsh Government for an additional in-year transport grant which would reduce the underlying forecast overspend.

Housing Revenue Account

- Net in year expenditure forecast to be £0.037m higher than budget
- Projected closing balance as at 31 March 2017 of £1.061m

RECOMMENDATIONS	
1	To note the overall report and the projected Council Fund contingency sum as at 31 st March 2017 and commission further work on options for mitigating action in the future.
2	To note the projected final level of balances on the Housing Revenue Account.

REPORT DETAILS

1.00	Explaining the Month 7 Position
1.01	<p>The underlying deficit balance is likely to be reduced with the successful negotiation of an additional Welsh Government transport grant for the liquidation of one of the Councils contracted transport operators.</p> <p>The Council, along with neighbouring councils, was given notice in July that one of its contracted transport operators, GHA Coaches, was going into immediate liquidation. Urgent action was required to secure the school and public transport subsidised routes operated by GHA Coaches.</p> <p>The procurement of full replacement service providers is projected to incur an additional cost of £0.440m for the remainder of 2016/17. The Councils are awaiting a decision from Welsh Government for an additional in-year transport grant to part fund these costs. The Council expects to recover at least a proportion of the additional cost. Planning for transport routing, procurement and costs for 2017/18 onwards is ongoing.</p>

1.02	<p>Council Fund Latest in Year Forecast</p> <p>The table below shows the projected position by portfolio.</p>			
<p>TOTAL EXPENDITURE AND INCOME</p>	<p>Original Budget</p> <p>£m</p>	<p>Revised Budget</p> <p>£m</p>	<p>Projected Outturn</p> <p>£m</p>	<p>In-Year Over / (Under) spend</p> <p>£m</p>
Social Services	58.534	60.587	61.304	0.717
Community & Enterprise	12.035	12.326	11.874	(0.452)
Streetscene & Transportation	27.011	28.527	29.405	0.878
Planning & Environment	4.978	5.381	5.545	0.164
Education & Youth	11.225	11.348	11.367	0.019
Schools	86.162	87.373	87.373	0.000
People & Resources	4.319	4.646	4.654	0.008
Governance	8.159	8.183	8.237	0.054
Organisational Change 1	5.560	5.972	6.047	0.075
Organisational Change 2	2.244	2.572	2.311	(0.261)
Chief Executive	3.204	3.176	3.124	(0.052)
Central & Corporate Finance	28.552	21.894	22.513	0.619
Total	251.984	251.984	253.755	1.771
1.03	<p>The reasons for the projected variances are summarised within Appendix 2 with key significant portfolio variances explained in paragraphs 1.05 and 1.06.</p>			
1.04	<p>Significant Budget Movements between Original and Revised Budget</p> <p>A review of Corporate Administration has now been completed which agreed to transfer portfolio administration teams together into a combined service, under a single manager, that serves County Hall and Flint offices. This has resulted in a budget movement between Governance and Social Services portfolios for £0.224m in month 7.</p>			
1.05	<p>Streetscene and Transportation</p> <p>There is a significant variance within the portfolio of £0.878m which is a decrease of £0.069m from month 6. This will be reduced further with an additional Welsh Government transport grant as described in 1.01. Full details of all other variances are given in Appendix 2.</p>			

1.06	<p>Social Services</p> <p>There has been an increase in the projected outturn for Out of County Placements in Children Services of £0.386m due to an increase in the number of Child and Parent placements. The main influence on this increase is the new Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements which will need to be tracked and considered by the Social Services Programme Board. The financial impact of this emerging pressure will need to be considered as part of the Medium Term Financial Strategy (MTFS).</p>
1.07	<p>There has been a significant movement between the Disability Services and Resources & Regulated Services headings within Social Services. A realignment exercise has been undertaken which has resulted in costs of some care packages being moved and reported under a new service heading to reflect the movement of clients through panel and transition services.</p>
1.08	<p>Programme of Efficiencies</p> <p>The 2016/17 budget contains £11.282m of specific efficiencies which are being tracked and monitored. An amount of £0.761m was approved from the contingency reserve in the month 4 report to meet the impact of conscious decisions to change proposals for household recycling centres, community asset transfers, town centre car parking charging and workforce essential car user allowances resulting in a revised efficiency target of £10.521m.</p>
1.09	<p>Appendix 3 provides detail on the latest position where there is a variation to the level of efficiency achievable compared to the budget.</p>
1.10	<p>This shows that it is currently projected that £9.470m (90%) will be achieved resulting in a net underachievement of £1.051m. The position will continue to be monitored and reported in future monitoring reports.</p>
1.11	<p>Inflation</p> <p>Included within the 2016/17 budget are provision for pay (£0.936m), targeted price inflation (£0.573m) and income (£0.185m).</p>
1.12	<p>Following the allocation to portfolios of the provisions described in paragraph 1.11 there is a remaining balance of £0.070m which is included within the overall outturn figure.</p>
1.13	<p>No provision has been made for non-standard inflation (NSI) in 2016/17. Areas that may be subject to NSI increases will be monitored throughout the year and any emerging pressures will be considered in future reports.</p>
	<p>Reserves and Balances</p>
1.14	<p>Un-earmarked Reserves</p>

	The 2015/16 outturn reported to Cabinet on 19 July 2016 showed un-earmarked reserves at 31 March 2016 (above the base level of £5.769m) of £4.375m.																																																																							
1.15	Taking into account the current projected overspend at Month 7 and previously agreed allocations the balance on the Contingency Reserve at 31 March 2017 is projected to be £1.434m as detailed in appendix 4.																																																																							
1.16	<p>Earmarked Reserves</p> <p>The Council adopted a reserves protocol in September 2015 which set out the principles around how the Council determines, manages and reviews its level of reserves. Within the protocol is reference to regular reporting of the latest position to Cabinet and Corporate Resources Overview and Scrutiny Committee.</p>																																																																							
1.17	The table below gives a summary of earmarked reserves as at 1 April 2016 and provides an estimate of projected balances as at the end of the current financial year.																																																																							
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1.19	<p><u>Housing Revenue Account</u></p> <p>The 2015/16 Outturn Report to Cabinet on 19 July 2016 showed an un-earmarked closing balance at the end of 2015/16 of £1.178m.</p>																																																																							

1.20	The 2016/17 budget for the HRA is £31.979m which includes a movement of £0.080m from reserves.
1.21	The Month 7 monitoring for the HRA is projecting in year expenditure to be £0.037m higher than budget and a closing balance as at 31 March 2017 of £1.061m, which at 3.3% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

2.00	RESOURCE IMPLICATIONS
2.01	The Revenue Budget Monitoring Report reflects the planned use of the financial resources of the Council for the current financial year and details the variations in the first seven months and the risks as known.

3.00	CONSULTATIONS REQUIRED / CARRIED OUT
3.01	None required.

4.00	RISK MANAGEMENT
4.01	<p>Achievement of Planned In-Year Efficiencies</p> <p>The Council sets a challenging level of specified efficiencies to be achieved in-year as part of its approach to annual budget planning. These efficiencies are generated from the three year service portfolio business plans and from corporate financial planning. In recent years the level of efficiency achievement has averaged at around 85%. The current assessment of the efficiency profile for 2016/17 shows that 90% of the efficiencies would be achieved. There is an ongoing risk that the shortfall cannot be mitigated other than by drawing on temporary funding from the Contingency Reserve. There is a further risk that any ongoing underachievement of efficiencies will have a recurring and negative impact on the 2017/18 budget as an efficiency target deficit would in effect be carried forward. Risk status: unstable/amber risk.</p>
4.02	<p>In-Year Reductions in Government Specific Grants</p> <p>This has been a trend in recent years whereby specific grants awarded by Government, and its grant awarding bodies, can be reduced in year and with limited notice. In such cases the Council faces the difficult choice of either reducing the services which the grants fund or absorbing the grant deficit as an in-year cost pressure. Whilst grants are tracked and representations are made to Government when any risks of grant reductions become known, this remains an open risk though variations should not occur at this late stage of the financial year. Risk status: unstable/green risk.</p>

4.03	<p>Cost Pressures in Residential and Domiciliary Care</p> <p>The Council is faced with having to meet high levels of annual cost inflation for commissioned places and homecare packages in the residential and domiciliary provider markets due, in the main, to the introduction of the Living Wage and its impact on the payroll costs of providers. In setting its annual budget the Council referred to the need to set aside reserves of £0.646m to meet the additional inflationary costs for 2016/17 as a temporary funding solution, if additional funding was not available to fund these increases. The Council has secured £0.5m from the Intermediate Care Fund (ICF) to part fund these costs. This will mean that only an amount up to £0.146m will have to be found from reserves. The projected budget figures for the Social Services portfolio for 2016/17 reflect this net cost. There is no confirmation at this stage that the use of the ICF in this way will be continued for 2017/18 and the inflationary costs within the care sector will continue to increase as profiled in previous reports. Therefore there are risks of significant cumulative cost pressures in this sector.</p> <p>Risk status: unstable/red risk.</p>
4.04	<p>Municipal Mutual Insurance (MMI)</p> <p>MMI was the predominant insurer of public sector bodies prior to 1992 before going into liquidation. Flintshire was required to pay a levy of 15% of its share of the claims paid out previously and for any future claims. Other local authorities likewise have to make a contribution. When MMI's administrator published their 2015 accounts it showed that due to an increase in the number of claims overall there would need to be an increase in the levy to meet liabilities. A recommendation was approved in 2015/16 to meet a significant liability which reflects a 20% increase in the levy. Whilst financial provision has been set aside for the risk assessed at that time the risk of a further increase in the levy remains open as legal work on claims is protracted with uncertain outcomes.</p> <p>Risk status: stable/green risk.</p>
4.05	<p>Historic Child Abuse Settlements</p> <p>A number of historic child abuse cases, which predate the existence of Flintshire County Council, have been settled this financial year. There are still a number of outstanding cases to be settled and it is not possible to estimate the full financial impact of these at this stage. The financial provision set aside may not prove to be sufficient to meet the cost liabilities of all cases when closed.</p> <p>Risk status: unstable/amber risk.</p>
4.06	<p>Landfill Site Energy Income</p> <p>The Council derives an income from the sale of electricity produced from gas extraction at the Standard and Brookhill landfill sites. Energy production and therefore income levels have been reducing over time. There is potential for further loss of gas engine income through diminishing levels of gas. The service is being out sourced to remove the risk longer-term and a budget pressure has been included from 2017/18.</p>

	Risk status: stable/amber risk.
4.07	<p>Orphaned Industrial Site at Sandycroft</p> <p>The contract for the removal of all chemical deposits, site cleansing and site close-down will come to a conclusion in the late autumn/early winter. The contract has had to be flexible to meet the unforeseen given the unique circumstances of this case (the former Euticals company). The contract is due to be completed within December 2016. The monthly cost of maintaining and securing the site is £0.025m-£0.030m. At the close of the programme the final cost can be determined. It might be possible to set any overspend against the reserve provision set aside for the contract (for which a partial Welsh Government grant of £0.700m was secured) and/or from any proceeds from the site disposal which will follow.</p> <p>Risk status: unstable/amber risk.</p>
4.08	<p>Infrastructure for improvement works at Bagillt</p> <p>The recent flooding events in the Bagillt area resulted in a number of properties being flooded. Drainage works have been carried out to improve the existing outlet from Reeces Terrace, and further investigatory works are being undertaken which are revealing further maintenance issues which are being addressed.</p> <p>Risk status: unstable/amber risk.</p>
4.09	<p>Procurement of Transport Services</p> <p>As explained in 1.01 above there is an in-year budget risk of an additional procurement cost of £0.440m for local transport services. Negotiations are ongoing with Welsh Government over additional grant support.</p> <p>Risk status: unstable/amber risk.</p>
4.10	<p>Minimum Revenue Provision (MRP)</p> <p>The Council is currently reviewing its policy of accounting for MRP in conjunction with its Treasury Management Advisors. This could result in a change to the amount in-year which may have a positive effect on the outturn position.</p> <p>Risk status: stable/green risk.</p>
4.11	<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. There is always a risk of significant variances occurring although this area continues to be closely monitored. The main influence on this increase is the new Social Services and Wellbeing Act which has led to a higher number of court outcomes and placements has increased the financial pressure on this service area.</p> <p>Risk status: unstable/amber risk.</p>

5.00	APPENDICES
5.01	Appendix 1: Council Fund – Movement in Variances from Month 6 Appendix 2: Council Fund – Budget Variances Appendix 3: Council Fund – Programme of Efficiencies Appendix 4: Council Fund – Movement on Un-earmarked Reserves Appendix 5: Housing Revenue Account Variances

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

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.
7.11	Medium Term Financial Strategy: a written strategy which gives a forecast of the financial resources which will be available to a Council for a given period, and sets out plans for how best to deploy those resources to meet its priorities, duties and obligations.
7.12	Minimum Revenue Provision (MRP): A charge made to the Council Fund to repay borrowing taken out for capital expenditure. Authorities must determine their own prudent MRP charge each year, taking into consideration statutory guidance issued by the Government.

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Social Services		
Older People		
Localities	0.090	Significant increase in the number of placements in Residential and Nursing care.
Resources & Regulated Services	(0.098)	Additional external grant income - residential care (£0.076m), short term vacancy savings in Home Care (£0.021m), other minor movements (£0.001m).
Disability Services		
Resources & Regulated Services	0.442	A realignment exercise has been undertaken to improve reporting to management in terms of the categorisation of care packages within reporting lines from Panel/Transition budget areas within Disability Services. This exercise is ongoing and further variances/budget realignment will be reported in the future.
Disability Services	(0.465)	A realignment exercise has been undertaken to improve reporting to management in terms of the categorisation of care packages within reporting lines to Resources & Regulated Services.
Other Minor Variances	0.015	
Mental Health Services		
Voluntary Sector Services	0.030	Budget adjustment for payments to voluntary organisations.
Community Living	(0.053)	Short term vacancy savings and other staff movements
Substance Misuse	(0.044)	Short term vacancy savings
Employment & Occupation	(0.026)	Short term vacancy savings
Other Minor Variances	(0.034)	
Children's Services		
Out of County Placements	0.386	Impact of 8 new Parent and child placements influenced by court considerations based on new requirements within the Social Services and Wellbeing Act (Wales), and other new placements including some at very high cost.

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Development & Resources		
Business Systems & Financial Assessments	0.038	Additional commitments to use funding for IT hardware and software.
Finance /Deputyship	(0.025)	Budget realignment to reflect unachievable income target
Safeguarding Unit	(0.036)	Salary savings
Good Health	(0.054)	Budget adjustments - payments to voluntary organisations
Other Minor Variances	0.004	
Total Social Services	0.169	
Community & Enterprise		
Customer And Housing Services	0.003	Minor variances.
Council Fund Housing	0.002	Minor variances.
Regeneration	(0.010)	Minor variances.
Revenues & Benefits	0.009	Further underspend on the Council Tax Reduction Scheme provision (£0.004m). Additional surplus on the Council Tax Collection Fund (£0.014m). Other minor variances £0.009m.
Total Community & Enterprise	0.003	
Streetscene & Transportation		
Ancillary Services & Performance		
Other Minor Variances	0.009	
Highways Network		
Other Minor Variances	(0.003)	
Transportation & Logistics		
Logistics & Resource Services	(0.039)	Minor variances across the service area
Transportation	(0.038)	Revised costs following re-procurement for covering former GHA services
Other Minor Variances	0.002	
Total Streetscene & Transportation	(0.069)	
Planning & Environment		
Business		
Pollution Control	0.027	Costs for 2 x Environmental Health Officer posts - funding source to be confirmed
Minor Variances	(0.004)	
Community		
Minor Variances	(0.017)	
Development		
Development Management	0.106	Revised outturn on Planning Fee Income
Minor Variances	0.003	
Access		
Minor Variances	(0.007)	
Strategy		
Minor Variances	(0.002)	
Management Strategy		
Other Minor Variances	0.002	
Total Planning & Environment	0.108	

Service	Movement between Periods (£m)	Narrative for Movement between Periods greater than £0.025m
Education & Youth		
Other Minor Variances	0.013	
Total Education & Youth	0.013	
People & Resources		
HR & OD	(0.023)	Minor variances.
Corporate Finance	0.001	Minor variances.
Total People & Resources	(0.023)	
Governance		
Legal Services	0.001	Minor variances.
Democratic Services	0.007	Minor variances.
Internal Audit	0.000	No variance.
Procurement	0.000	No variance.
Business Support	0.000	Minor variances.
Total Governance	0.008	
Organisational Change 1		
Public Libraries & Arts, Culture & Events	0.001	Minor variances.
Museums		Minor variances.
Leisure	0.056	Implementation of the Holywell Leisure Centre Community Asset Transfer which is now expected to be between the end of December 2016 and 1st March 2017 £0.070m. Other minor variances (£0.014m).
Total Organisational Change 1	0.058	
Organisational Change 2		
Industrial Units	(0.067)	Two historical agreements have now been resolved through a Mesne profit charge resulting in the £0.067m income being reflected in the budget area.
Minor Variances	(0.006)	
Total Organisational Change 2	(0.073)	
Chief Executive	0.006	Minor variances.
Central and Corporate Finance	0.016	Minor variances.
Grand Total	0.217	

**Budget Monitoring Report
Council Fund Variances**

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Social Services						
Older People Localities	15.975	15.239	(0.736)	(0.826)	Domiciliary Care reflects a projected underspend of (£0.235m) based on existing clients. Other main influences on this projected underspend include Minor Adaptations (£0.104m) for which the local demand is currently being met by the Intermediate Care Fund. Additional one-off income has been received from Intermediate Care Fund (ICF) to contribute to provider fee increases. Other underspends are as a result of vacancy savings for 9 months from within the Single Point of Access team (£0.127m). Additional Residential Care property income of (£0.064m). Overall net minor variances of £0.019m. In addition, some budgets within external care provision still require realignment into externally provided Supported Living within Learning Disabilities which are not reflected at Month 7.	Keep under review with consideration potential realignment
Community Equipment Contribution	0.477	0.323	(0.155)	(0.155)	Following review of and implementation of an updated Section 33 partnership agreement for the North East Wales Community Equipment Store (NEWCES), the contribution levels of partners have been updated resulting in a reduced level of contribution from FCC going forward.	Maintain underspend in current financial year, pending realignment from 2017/18 to meet revenue costs of Flint Extra Care Scheme.
Resources & Regulated Services	6.035	5.949	(0.086)	0.012	Short term vacancy savings within provider day care services and extra care schemes	
Minor Variances	0.677	0.628	(0.049)	(0.049)		
Disability Services						
Resources & Regulated Services	17.411	18.363	0.952	0.511	Service user demand level is in excess of current provision, at month 7 costs have been realigned within the Learning Disability budget and projections revised.	Continue to monitor and review costs - budget realignment to be completed by December.
Disability Services	2.156	2.051	(0.105)	0.359	At month 7 costs have been realigned within the Panel and Transition budget areas resulting in an overall underspend as a result of lower than expected levels of care within Panel/Vulnerable Adults.	Keep under review
Forensic budget	0.529	0.323	(0.206)	(0.185)	There is a significant underspend of (£0.206m) at month 7 revised outturn based on current projected costs and increased income from Joint funded packages.	Keep under review - potential volatile service area.
Administrative Support	(1.206)	(1.082)	0.124	0.103	Shortfall in Supporting People (SP) income following review of eligibility criteria and local distribution of grant. There is no further capacity within the SP reserve as this has already been committed in full. At period 07 the shortfall has slightly increased due to revised quarterly projections.	
Minor Variances	0.695	0.688	(0.008)	(0.023)		

**Budget Monitoring Report
Council Fund Variances**

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Mental Health Services						
Residential Placements	0.844	0.988	0.144	0.157	Reflects current projected placement costs.	Keep under review
Substance Misuse	0.274	0.347	0.073	0.117	Pay cost pressures in a number of areas together with a reduced income commitment for the Substance Misuse Action Fund (SMAF) grant.	Work being undertaken to review
Employment & Occupation	0.444	0.378	(0.066)	(0.040)		
Minor Variances	2.139	2.162	0.023	0.067	Short term vacancy savings on work schemes.	
Children's Services						
Family Placement	2.394	2.487	0.094	0.086	The overspend is due to foster care placement demand and also court orders for residence and special guardianship orders.	Opportunity for budget realignment to be carried out to mitigate overspend within the service.
Prevention & Support	0.196	0.146	(0.050)	(0.042)	Savings on legal fees and S17 permanency allowances	
Residential Placements	0.398	0.484	0.086	0.085	The level of overspend reflects the current projected costs of residential placements	All placements are made through a robust panel process which ensures that placements are only made when no alternative method of support can be optimised - continued monitoring of outturn.
Professional Support	4.883	5.392	0.509	0.492	Increasing overspend in Duty and Assessment team which is due to the need to deploy staff to address key risks within this area of service. An allocation of £0.100m has been made from Contingency reserve as approved by Cabinet to help alleviate this pressure	Continue to monitor and review
Out of County Placements	3.434	3.919	0.485	0.099	There has been an unprecedented increase in the number of Child and Parent placements, being 8 placements, of which 7 have been the subject of court/legal determinations. The main influence on this is the new Social Services and Wellbeing Act which enables judges to require Local Authorities to demonstrate that the needs of parents are being met and that there is a proactive investment in removing barriers/supporting parents to be able to care for their children.	Continue to monitor and review
Minor Variances	1.191	1.124	(0.067)	(0.049)		

**Budget Monitoring Report
Council Fund Variances**

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Development & Resources						
Business Systems & Financial Assessments	0.905	0.868	(0.037)	(0.074)	Minor variance.	Continue to monitor and review
Charging Policy Income	(1.899)	(2.052)	(0.153)	(0.161)	The increase in income is due to recent changes in the treatment of certain disregards within service user financial assessments.	Continue to monitor and review
Safeguarding Unit	0.792	0.897	0.105	0.141	The projected overspend is a combination of additional legal and medical costs associated with the Deprivation of Liberty Safeguards (DOLS) assessments and a shortfall of budget income from Supporting People Grant, and a contribution to the North Wales Safeguarding Board	Continue to monitor and review
Good Health	0.846	0.726	(0.120)	(0.066)	The underspend is mainly due to short term vacancy savings and reductions in payments to voluntary organisations.	Continue to monitor and review
Minor Variances	0.998	0.958	(0.040)	(0.010)		
Total Social Services	60.587	61.304	0.717	0.548		
Community & Enterprise						
Customer And Housing Services	1.183	1.163	(0.020)	(0.023)	Minor variances.	Continue to monitor and review.
Council Fund Housing Regeneration	(0.277)	(0.254)	0.023	0.021	Minor variances.	Continue to monitor and review.
	0.416	0.483	0.067	0.078	Estimated shortfall of £0.056m in markets due to income targets increasing in line with inflation each year, where charges have not increased at the same rate. Other minor variances £0.011m.	Continue to monitor and review.
Revenues & Benefits	10.905	10.380	(0.525)	(0.534)	Projected underspend on the budgeted provision for the Council Tax Reduction Scheme of (£0.262m). Projections indicate an anticipated surplus on the Council Tax Collection Fund of (£0.305m). Other minor variances £0.042m.	Continue to monitor closely as these areas are highly volatile and projections are likely to change.
Housing Programmes	0.100	0.102	0.003	0.003	Minor variances.	Continue to monitor and review.
Total Community & Enterprise	12.326	11.874	(0.452)	(0.456)		

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Streetscene & Transportation						
<i>Ancillary Services & Performance</i>						
Waste Collection	7.457	7.685	0.228	0.221	Solar Energy Production at Landfill commenced from October, resulting in an in-year shortfall of £0.065m. Adverse variance of £0.190m relating to reduced electricity sales from reducing levels of gas extraction at the Standard and Brookhill landfill sites. Final part-year reduced payment of prudential borrowing for black bins (£0.100m). Improved position from recycling income of £0.050m. Additional costs for disposal of hazardous waste from Household Recycling Centres (HRC) sites £0.043m. Additional plant hire costs across the service of £0.040m and cumulative minor variances within waste services of £0.040m	Gas engine income levels being monitored monthly and contracts being prepared for the service to be outsourced. Pressure in 2017/18 relating to the ESD grant. WG have confirmed a 6.7% reduction in the grant
Other Minor Variances	0.653	0.662	0.009	0.007		
Highways Network						
Other Minor Variances	7.461	7.616	0.155	0.158	Due to ongoing discussions on Community Asset Transfers (CAT), the maintenance liability being transferred for Cemeteries to Town/Community Councils totalling £0.050m has not yet been implemented. Probation Service Litter Collection will be implemented later than anticipated, totalling £0.050m. Consequential maintenance and repair works following the Baglitt flooding events, £0.061m.	Keep under review as part of MTFs Programme Tracker
Transportation & Logistics						
Logistics & Resource Services	4.524	4.605	0.081	0.120	No progress with Neighbouring Authorities in respect of sharing specialist plant, £0.050m. Further overspends relate to minor variances across the service area.	Keep under review as part of MTFs Programme Tracker
School Transport	4.972	5.098	0.126	0.106	Estimated additional subsidy costs following re-procurement for covering former GHA services for school transport following the company going into liquidation, £0.125m.	WG have been consulted upon with regard to funding the additional costs. Funding highly unlikely due to Statutory provision requirements. Therefore, consideration will be required in the MTFs 2017/18 taking account of full year effect.
Transportation	1.928	2.230	0.302	0.340	Estimated additional subsidy costs following re-procurement for covering former GHA services following the company going into liquidation, £0.285m. This includes the costs of former commercial services routes.	WG have been consulted upon with regard to funding the additional costs. Awaiting Minister decision on level of funding to be provided. Consideration in MTFs 2017/18 if no WG funding is forthcoming after 2016/17, taking account of full year effect
Other Minor Variances	1.531	1.508	(0.023)	(0.005)		
Total Streetscene & Transportation	28.527	29.405	0.878	0.947		

**Budget Monitoring Report
Council Fund Variances**

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Planning & Environment						
Business						
Minor Variances	1.632	1.664	0.031	0.008		Continue to monitor committed expenditure and reduce or remove commitments where possible
Community						
T/S Compliance & Animal Health	0.338	0.314	(0.024)	(0.024)	Substance Misuse Action Fund Co-Ordinator Post - reduced hours	
Pest Control	0.019	0.015	(0.003)	(0.004)	Potential for shortfall in the self-finance position at outturn	
T/S Investigations	0.306	0.270	(0.036)	(0.038)	Vacant Trading Standards Enforcement Officer	
Minor Variances	0.253	0.220	(0.032)	(0.013)		Continue to monitor committed expenditure and reduce or remove commitments where possible
Development						
Development Management	(0.339)	(0.162)	0.177	0.071	High Risk of possible shortfall from Planning Application Fee income. At period 07 the shortfall is estimated to be £0.100m as the economy has not continued to recover to the extent which the 3 year Business Plan forecast. This has resulted in a lesser volume of applications being submitted than previously predicted.	
Minor Variances	0.190	0.168	(0.022)	(0.026)		Continue to monitor committed expenditure and reduce or remove commitments where possible
Access						
Minor Variances	1.344	1.303	(0.042)	(0.034)		Continue to monitor committed expenditure and reduce or remove commitments where possible
Shared Services						
Minor Variances	0.165	0.165	(0.000)	0.000		Continue to monitor committed expenditure and reduce or remove commitments where possible
Strategy						
Minor Variances	0.832	0.864	0.032	0.034		Continue to monitor committed expenditure and reduce or remove commitments where possible
Management Strategy						
Minor Variances	0.641	0.725	0.084	0.081		Continue to monitor committed expenditure and reduce or remove commitments where possible
Total Planning & Environment	5.381	5.545	0.164	0.056		

**Budget Monitoring Report
Council Fund Variances**

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Education & Youth						
Inclusion & Progression	6.998	7.057	0.058	0.068	Variance largely relates to Out of County placements. A volatile service with potential for high costs and unpredictable demand. Includes other minor variances from within the service.	A Task & Finish group is operational. An 'Invest to Save' post has been identified to support a reduction in the overspend. Improved monitoring systems are being developed and implemented. Detailed review of all placements is on going.
Minor Variances	4.349	4.310	(0.040)	(0.062)		
Total Education & Youth	11.348	11.367	0.019	0.006		
Schools	87.373	87.373	(0.000)	(0.000)	School budgets are delegated and the balances are therefore carried forward at the end of the financial year.	
People & Resources						
HR & OD	2.258	2.192	(0.066)	(0.042)	The projected underspend is mostly due to current workforce vacancies.	Continue to monitor and review.
Corporate Finance	2.388	2.462	0.074	0.073	The projected overspend comprises of a shortfall in the Grant income recharge target and an in-year underachievement on the Finance Modernisation Efficiency.	Continue to explore alternative income maximisation opportunities and progress the finance modernisation project.
Total People & Resources	4.646	4.654	0.008	0.031		
Governance						
Legal Services	0.642	0.666	0.024	0.024	Minor variances.	Continue to monitor and review.
Democratic Services	1.872	1.868	(0.004)	(0.011)	Minor variances.	Continue to monitor and review.
Internal Audit	0.434	0.428	(0.006)	(0.006)	Minor variances.	Continue to monitor and review.
Procurement	0.166	0.192	0.026	0.026	Minor variances.	Continue to monitor and review.
Business Support	0.079	0.049	(0.030)	(0.030)	Minor variances.	Continue to monitor and review.
ICT	4.991	5.034	0.043	0.043	Minor variances.	Continue to monitor and review.
Total Governance	8.183	8.237	0.054	0.046		

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Organisational Change 1						
Public Libraries & Arts, Culture & Events	1.656	1.641	(0.015)	(0.016)	Minor variances.	Continue to monitor and review.
Museums	0.064	0.064	0.000	0.000	Minor variances.	Continue to monitor and review.
County Archives	0.281	0.279	(0.002)	(0.002)	Minor variances.	Continue to monitor and review.
Leisure	3.946	4.038	0.092	0.036	The CAT transfer at Holywell Leisure Centre is now expected to be phased between the end of December 2016 and 1st March 2017. This results in a pressure of £0.070m this year which is associated with continuing to operate the centre as a Council prior to full handover to the community to ensure continuity of operation. Other minor variances of £0.022m.	Continue to monitor and review.
Community Assets	0.024	0.024	0.000	(0.000)	Minor variances.	Continue to monitor and review.
Total Organisational Change 1	5.972	6.047	0.075	0.018		
Organisational Change 2						
Property Asset And Development	0.590	0.309	(0.281)	(0.276)	(£.260m) in year salary savings as a result of the proposed staffing restructure. (£0.021m) Other minor variances.	Monitor and Review
CPM & Design Services	0.703	0.618	(0.084)	(0.064)	(£0.084m) additional design fees secured by the team over and above the income target.	Monitor and Review
Industrial Units	(1.047)	(0.878)	0.169	0.236	£0.169m shortfall in rental income (offset by in year salary savings).	Monitor and Review
Catering	0.792	0.736	(0.056)	(0.058)	(£0.056m) additional income projected above the income target.	Monitor and Review
Minor Variances	1.533	1.526	(0.008)	(0.025)		
Total Organisational Change 2	2.572	2.311	(0.261)	(0.188)		
Chief Executive	3.176	3.124	(0.052)	(0.058)	The projected underspend is due to vacancy savings within the Corporate Communications team and underspend against some supplies and services budgets.	Continue to monitor and review.

Budget Monitoring Report
Council Fund Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Central and Corporate Finance	21.894	22.513	0.619	0.603	An underspend of (£0.111m) within the Central Loans and Investment Account, due to reduced level of borrowing, and higher than projected income from investments, due to reserves being higher than forecast, and interest rates being lower than forecast. Additional Matrix rebate income of (£0.100m). Workforce efficiencies showing an underachievement of £0.278. Additional income generating activities, an underachievement of £0.300m, though work is continuing to identify areas of opportunity. In year pressure £0.143m due to non domestic rates liability on a commercial property. In year underspend on Audit Fees of (£0.088m). Windfall income, in year pressure £0.115m. Pension deficit recovery pressure of £0.150m, current projections suggest an under recovery of pension deficit costs due to individuals opting out. Following allocation to portfolios, there is an underspend of (£0.070m) on centrally held inflation. Minor variances £0.002m.	Keep under review. Continue to monitor and review. Continue to identify further savings. In-year pressure only. In-year pressure. Audit Fees reduced, additional identified efficiency. Keep under review. Keep under review and consider impact alongside actuarial review. Pay related inflation, keep under review in case of any emerging in year issues.
Grand Total	251.984	253.755	1.771	1.553		

2016/17 Efficiencies Outturn - Under or Over Achieved

Portfolio	Original Efficiency	Revised Efficiency	(Under)/Over Achievement
	2016/17 £(m)	2016/17 £(m)	2016/17 £(m)
Central & Corporate Finance			
Additional Income Generating Activities.	0.500	0.200	(0.300)
Workforce Efficiency.	0.500	0.222	(0.278)
Total Central & Corporate Finance	1.000	0.422	(0.578)
Chief Executive's			
Voluntary Sector Grants review.	0.070	0.090	0.020
Total Chief Executive's	0.070	0.090	0.020
People & Resources			
Finance Modernisation	0.135	0.093	(0.042)
Total People & Resources	0.135	0.093	(0.042)
Education & Youth			
School Modernisation.	0.187	0.123	(0.064)
Total Education & Youth	0.187	0.123	(0.064)
Organisational Change 1			
Community Asset Transfers.	0.544	0.474	(0.070)
Total Organisational Change 1	0.544	0.474	(0.070)
Organisational Change 2			
CCTV - Staff reductions.	0.040	0.020	(0.020)
Other - Campus Management.	0.030	0.015	(0.015)
Other - Maintenance.	0.005	0.015	0.010
Total Organisational Change 2	0.075	0.050	(0.025)
Community & Enterprise			
Telephone Contact Centre savings.	0.100	0.025	(0.075)
Galw Gofal Contract Fees.	0.030	0.015	(0.015)
Council Tax Reduction Scheme.	0.329	0.591	0.262
Total Community & Enterprise	0.459	0.631	0.172
Streetscene & Transportation			
Shared Specialist Plant with neighbouring authority.	0.050	0.000	(0.050)
Introduce non-generic streetscene roles (3 year plan).	0.115	0.085	(0.030)
Develop energy production at landfill.	0.100	0.035	(0.065)
Remove the existing policy of returning for missed bin waste collections.	0.075	0.035	(0.040)
Construction of a waste handling and biomass production facility at Greenfield.	0.100	0.080	(0.020)
Car Parking Charges.	0.200	0.165	(0.035)
Charge maintenance of Bus Shelters to Community & Town Councils.	0.020	0.000	(0.020)
Remove the subsidy for the Community Rail Officer.	0.010	0.005	(0.005)
Externalise the Stores Managed Service.	0.050	0.020	(0.030)
Pass Maintenance Liability and Cleanliness of Cemeteries to Town & Community Councils.	0.050	0.000	(0.050)
Probation Service to take on Litter Collections in some areas.	0.100	0.050	(0.050)
Total Streetscene & Transportation	0.870	0.475	(0.395)
Planning & Environment			
Staffing - service review.	0.127	0.088	(0.039)
Self financing for Public Protection Services.			
- Animal & Pest Control.			
- Licencing Charging.	0.050	0.020	(0.030)
Total Planning & Environment	0.177	0.108	(0.069)
Total 2016/17 Budget Efficiencies		%	£
Met from Contingency Reserve			11.282
Revised Efficiency Target		100	10.521
Total Projected 2016/17 Budget Efficiencies Underachieved		10	1.051
Total Projected 2016/17 Budget Efficiencies Achieved		90	9.470

APPENDIX 4

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2016	10.144	
Less - Base Level	(5.769)	
Total Reserves above base level available for delegation to Cabinet		4.375
Less - allocation from contingency reserve to meet historic child claims		(0.133)
Less - allocation from contingency reserve to meet costs of summer play schemes		(0.076)
Less - allocation from contingency reserve to meet shortfall in the essential car user allowance efficiency		(0.211)
Less - allocation from contingency reserve to meet shortfall in the community asset transfers efficiency		(0.200)
Less - allocation from contingency reserve to meet shortfall in the rationalisation of household recycling centres efficiency		(0.250)
Less - allocation from contingency reserve to meet shortfall in the Flint car park income efficiency		(0.100)
Less - allocation from contingency reserve to meet shortfall in the County Hall car park income efficiency		(0.100)
Less - allocation from contingency reserve to meet the resource requirements for specialist social work for child protection		(0.100)
Less projected overspend as at Month 7		(1.771)
Total projected Contingency Reserve as at 31st March 2017		1.434

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Housing Revenue Account						
Income	(31.899)	(31.945)	(0.046)	0.020		
Capital Financing - Loan Charges	7.285	7.124	(0.161)	(0.161)	The projected underspend of £0.161m relates to a reduction in the anticipated borrowing costs apportioned to the HRA. This is due to the reduction in our total borrowing requirement and the reduction in interest rates following the BREXIT referendum	
Estate Management	1.633	1.611	(0.021)	(0.034)		
Landlord Service Costs	1.207	1.207	(0.000)	(0.005)		
Repairs & Maintenance	9.546	9.749	0.203	0.135	The reduced borrowing costs and other savings identified on rents and elsewhere in the HRA have allowed an additional £0.317m of resource to be allocated to void properties to date. This will support the significant work being undertaken in empty properties contributing to the achievement of the Welsh Housing Quality Standards. The projected revenue expenditure for fleet recharges has been reduced by £0.042m as we have identified that expenditure relating to the team working on disabled adaptations can be capitalised. £0.88m relates to savings on staff costs. The remaining £0.016m relates to minor variances.	

Budget Monitoring Report
Housing Revenue Account Variances

MONTH 7 - SUMMARY

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Last Month Variance (£m)	Cause of Major Variance	Action Required
Management & Support Services	2.232	2.294	0.062	0.082	£0.023m relates to the estimated pressure on Support Services Charges. £0.032m relates to site investigation fees relating to the SHARP project which are in addition to the original budget. If schemes are approved, these costs can be capitalised and will not impact on revenue. The remaining £0.007m relates to minor variances.	
Capital Expenditure From Revenue (CERA)	10.077	10.077	(0.000)	0.000		
Contribution To / (From) Reserves	(0.080)	(0.118)	(0.037)	(0.037)		
Total Housing Revenue Account	0.000	0.000	0.000	0.000		



CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE

Date of Meeting	Thursday 8 December, 2016
Report Subject	Forward Work Programme
Cabinet Member	Not applicable
Report Author	Democratic Services 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 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 Democratic Services 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 2016/17

DATE		O&S Focus	REPORT FROM
Thursday, 12 th January 2017 10.00	Revenue Budget monitoring 2016/17 People Strategy Workforce Q2 Report Corporate Safeguarding Forward work Programme	Monitoring Assurance and comment Assurance and comment Assurance and comment Approval and development	Sara Dulson Sharon Carney Andrew Adams Fiona Mocko Robert Robins
Friday 20 th January 2017 10.00 budget Meeting	<i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i>		
Friday, 27 th January 2017 10.00	<i>At the Annual Meeting, when the schedule of meetings for 2016/17 was approved, we had identified the specific slots for budget meetings for all committees in both December and January. A decision will be made at a later stage as to which are to be used.</i> <i>This is a budget process 'mop up' meeting and capital programme (All Members will be invited to this meeting)</i>		
Thursday, 9 th February 2017 10.00	Revenue Budget monitoring 2016/17 Welsh Language Policy Forward work Programme	Monitoring Assurance and comment Approval and development	Sara Dulson Fiona Mocko Robert Robins

Corporate Resources Overview & Scrutiny Committee Forward Work Programme 2016/17

Thursday, 9 th March 2017 10.00	Quarter 3 Improvement plan Monitoring Revenue Budget monitoring 2016/17 Forward work Programme	Comment and assurance Monitoring Approval and development	Robert Robins Sara Dulson Robert Robins
Thursday 6 th April 2017 10.00			
Thursday 15 th June 2017 10.00			
Thursday 15 th July 2017 10.00			