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Pennaeth Gwasanaethau Cyfreithiol a Democraataidd



To: Cllr Richard Jones (Chairman)

CS/NG

Councillors: Haydn Bateman, Marion Bateman,
Clive Carver, Peter Curtis, Ian Dunbar,
Ron Hampson, Patrick Heesom, Trefor Howorth,
Richard Lloyd, Mike Lowe, Paul Shotton,
Ian Smith, Nigel Steele-Mortimer and
Arnold Woolley

29 June 2012

Tracy Waters 01352 702331
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Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 5TH JULY, 2012** at **10.00 AM** to consider the following items.

Yours faithfully

Democracy & Governance Manager

A G E N D A

- 1 **APOLOGIES**
- 2 **DECLARATIONS OF INTEREST (INCLUDING WHIPPING DECLARATIONS)**
- 3 **MINUTES** (Pages 1 - 6)
To confirm as a correct record the minutes of the meeting held on 11 June 2012.
- 4 **SINGLE STATUS** (Pages 7 - 10)
Report of Head of Human Resources and Organisational Development-

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

- 5 **REVENUE BUDGET MONITORING 2011/12 (OUTTURN), REVENUE BUDGET MONITORING 2012/13 (MONTH 2) AND CAPITAL PROGRAMME 2011/12 (OUTTURN)** (Pages 11 - 96)
Report of Head of Finance
- 6 **WORKFORCE INFORMATION QUARTER 4** (Pages 97 - 106)
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- 8 **FORWARD WORK PROGRAMME** (Pages 169 - 174)
Report of Member Engagement Manager

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE **11 JUNE 2012**

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Monday 11 June 2012

PRESENT: Councillor R.B. Jones (Chairman)

Councillors: G.H. Bateman, M. Bateman, C.S. Carver, I. Dunbar, P.G. Heesom, R. Lloyd, M. Lowe, P. Shotton, I. Smith, N.R. Steele-Mortimer and A. Woolley

SUBSTITUTIONS:

Councillor: G. Diskin for P. Curtis, M. Reece for R.G. Hampson and S. Jones for H.T. Howorth

APOLOGIES:

Chief Executive, Head of Finance and Corporate Finance Manager

CONTRIBUTORS:

Leader of the Council, Head of ICT and Customer Services and Finance Manager – Corporate Accounting and Systems

IN ATTENDANCE:

Member Engagement Manager and Committee Officer

1. DECLARATIONS OF INTEREST

No declarations of interest were made.

2. APPOINTMENT OF VICE-CHAIR

The Chairman sought nominations for the appointment of Vice-Chair for the Committee. Councillor N.R. Steele-Mortimer nominated Councillor C.S. Carver which was duly seconded. On being put to the vote, the nomination of Councillor Carver for Vice-Chair was carried.

RESOLVED:

That Councillor C.S. Carver be Vice-Chair for the Committee.

3. MINUTES

The minutes of the meeting of the Committee held on 22 March 2012 had been circulated to Members with the agenda.

Matters Arising

Councillor I. Dunbar referred to page 7 and, on behalf of ex-Councillor D. Barratt, asked whether the Council's complaints procedure had been

implemented. The Head of ICT and Customer Services responded that it had been due to go live in April 2012 but that he would confirm whether this had been achieved.

RESOLVED:

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

4. OVERVIEW & SCRUTINY COMMITTEES' TERMS OF REFERENCE

The Chairman introduced a report to inform the Committee of its Terms of Reference, set in the context of Terms of Reference of all of the Overview & Scrutiny Committees.

Members were advised of the scope of the Committee which was detailed on page 15 of the report.

In response to a query from Councillor P.G. Heesom, the Member Engagement Manager said that the role and specific functions of Overview and Scrutiny Committees were reported on pages 11 to 13.

RESOLVED:

That the report be noted.

5. FORWARD WORK PROGRAMME

The Chairman introduced the report to consider the Forward Work Programme for the Committee.

He detailed the issues considered by the Committee on a quarterly basis which included the Capital Programme and reports on Performance and Workforce Information. Other reports which were submitted on a six monthly basis, and where possible before they were considered by Cabinet, included Asset Strategy, People Strategy, Customer Service Strategy and Improvement Priorities. He also highlighted further items which were within the remit of this Committee such as iTrent Implementation, Compact for Change and Medium Term Financial Strategy (MTFS).

The Leader of the Council said that the Forward Work Programme would be developed and reviewed based on the priorities set by Cabinet. He also gave a commitment that the Revenue Budget Monitoring Reports would continue to be submitted to this Committee before they were considered by Cabinet. He felt that there was a need to review the MTFS and suggested that an update report be provided to the Committee meeting on 5 July 2012 to allow for their input into its continued development. The Chairman explained that he had spoken to the Head of Finance about this and it had been suggested that a special meeting be held for the MTFS.

Councillor I. Smith queried why all of the meetings were scheduled for 10am. The Member Engagement Manager responded that the timings had been based on what had occurred in the past but that the Democracy & Governance Manager was circulating a questionnaire to all Members about their preferences for timings of meetings. Councillor C.S. Carver expressed concern that not all 70 Members would respond. The Chairman said that moving the meetings of this Committee to the afternoon on the scheduled days could be considered. He also suggested that the special meeting for MTFs could be held on the afternoon of 5 July 2012 with the meeting to consider the items detailed in the Forward Work Programme still being held on the morning of the same day. The Member Engagement Manager concurred and said that it was hoped that the questionnaires would be returned shortly to allow a decision to be made for future meetings.

In response to a comment from Councillor P.G. Heesom seeking assurance that Members could refer issues to the Committee, the Member Engagement Manager advised that the Local Government Measure put into law what was already available in Flintshire County Council protocol; this was that Members could put issues forward to Overview and Scrutiny Committees regardless of whether they were a Member of that Committee. He reminded the Committee of the standard practice that the Chairman and Vice-Chair, in discussion with himself, could put items onto the Forward Work Programme as necessary and would be responsive to Members' concerns.

The Chairman said that the Strategic Assessment of Risk and Challenges (SARC) and the Annual Improvement Report also needed to be included in the Forward Work Programme. Councillor Heesom suggested that a report be brought forward on Flintshire Futures but the Chairman explained that the monthly Revenue Budget Monitoring reports included details on Flintshire Futures. The Leader of the Council said that it was a significant piece of work and it was important that all Members understood it. He added that it was also important that an urgent session be held to consider the MTFs in its current format and to consider whether it was fit for purpose. Following a discussion it was agreed that the Member Engagement Manager would make enquiries about a date for a special meeting of the Committee on the MTFs.

The Head of ICT and Customer Services advised that an update report on the IT Strategy was being considered by Cabinet on 10 July 2012 which could also be submitted to the next meeting of this Committee.

Councillor P. Shotton requested further information on Single Status and the People Strategy. The Chairman advised that the People Strategy was considered by Cabinet on an annual basis and the Member Engagement Manager advised that it was scheduled for 12 June 2012, the following day. The Head of ICT and Customer Services said that the importance of Single Status was recognised and he advised that the Head of Human Resources and Organisational Development was to set up a series of workshops for Members.

RESOLVED:

That the Forward Work Programme be amended to reflect the above suggestions.

6. DURATION OF MEETING

The meeting commenced at 2.00 p.m. and ended at 2.40 p.m.

7. MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE

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

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Chairman

SUMMARY OF DECLARATIONS MADE BY MEMBERS
IN ACCORDANCE WITH FLINTSHIRE COUNTY COUNCIL'S
CODE OF CONDUCT

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE	DATE: 11 JUNE 2012
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MEMBER	ITEM	MIN. NO. REFERS
NO DECLARATIONS WERE MADE		

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FLINTSHIRE COUNTY COUNCIL

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

DATE: **THURSDAY, 5TH JULY 2012**

REPORT BY: **CHIEF EXECUTIVE AND HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**

SUBJECT: **SINGLE STATUS UPDATE**

1.00 PURPOSE OF REPORT

1.01 To provide a project update and assurance report on the delivery of the Single Status and Equal Pay Projects.

2.00 BACKGROUND

2.01 The previous update on the Single Status project was presented to Executive on 21 February, 2012. The Single Status Project Board had met on 15 December 2011 and had agreed a timeframe for completion of the project, with a target implementation date of November 2012.

2.02 A Workforce Communication was issued to all employees in scope of the project on 8 February, 2012, outlining the new timetable, the key milestones for completion and the target implementation date.

2.03 Since that time, considerable progress has been made in delivering the workstreams under the project. A further Workforce Communication was issued in early May to update employees on progress made and the next steps in the project plan.

2.04 Additional Governance arrangements have been introduced since the Single Status Project Board in December, to support the effective delivery of the project through to implementation, to make key project decisions and to manage risks. These include the introduction of an Officer Executive Group to oversee risk management within the project.

3.00 CONSIDERATIONS

3.01 The following activities are nearing completion to prepare for the commencement of pay modelling (designing and costing a new pay and grading structure) and to inform the proposed collective

agreement ready for formal negotiations with the Joint Trade Unions.

3.02 Organisational Structure and Posts

One of the key steps in the implementation of the Single Status agreement is the confirmation of the current organisational structure / posts and associated costs. Work is nearly completed to confirm the existing structure, including posts and grade information.

3.03 Financial Analysis

A key part of the Single Status project is to fully determine all financial implications and the affordability of the proposed collective agreement. As a starting point, the project team are working on an organisation-wide exercise to confirm the current employee costs and to reconcile these with the current budget provision. This will allow potential future pay costs to be compared to the cost of the current paybill as part of the affordability assessment.

3.04 Rank Order Verification

The “rank order” (a simple listing of job scores of posts with the highest scoring post at the top of the listing, and the lowest scoring post at the bottom) for the whole of the organisation is required to be confirmed for pay modelling. As part of this process the Job Evaluation Moderation Panel have been working through the Job Evaluation profiles to review jobs that have been identified as 'sore thumbs'. This work is progressing well and is due to be completed in May 2012 to allow pay modelling to commence.

3.05 Service Review

A number of Service Reviews are currently in progress and many are scheduled to be completed over the next few months. The timetable for delivery of each review and the likely financial impact needs to be set for the pay modelling exercise to allow for potentially changing Job Evaluation results.

3.06 Part Three Terms and Conditions

The proposed Part Three terms and conditions of employment (for example, Overtime rates and shift allowances) have been reviewed to allow the detailed negotiations to begin with the Joint Trade Unions.

3.07 Pay Modelling

To enable the pay modelling activity to start, the activities described above must be completed. This preparation work is nearing completion.

3.08 The pay modelling will allow different pay and grading structural options to be modelled and costed, in conjunction with the Joint Trade Unions. This will lead to a preferred new pay and grading structure to be proposed as part of a new collective agreement.

3.09 Equal Pay

The Council has made the commitment to settle Equal Pay claims within the same timeframe as Single Status and to protect the Council from future Equal Pay liability. The Council is developing an Equal Pay Settlement Strategy ready for negotiation with the Joint Trade Unions and their legal representatives.

3.10 Trade Union Negotiation Exercise

Initial negotiation discussions have commenced in May on the design of a new pay and grading structure, Part Three terms and conditions of employment and Equal Pay. The detailed pay modelling exercise is due to begin in June.

4.00 Recommendations

4.01 That Members note the Project update.

5.00 FINANCIAL IMPLICATIONS

5.01 The potential cost of the proposed Single Status Agreement and the settlement of Equal Pay claims will be reported to Members on an ongoing basis as the pay modelling and negotiations progress. In anticipation of a settlement in late 2012, the proposed use of the additional base budget available for an increase in the pay bill in 2012/13 was set out in a report to Executive – “Final Settlement and Council Fund Budget 2012/13” on 20 December 2011.

6.00 ANTI POVERTY IMPACT

6.01 Consideration will be given during the various stages of the project on the financial impact of the proposals on employees.

7.00 ENVIRONMENTAL IMPACT

7.01 None.

8.00 EQUALITIES IMPACT

8.01 A full Equalities Impact Assessment will be undertaken on the final proposal of a Single Status Collective Agreement.

9.00 PERSONNEL IMPLICATIONS

9.01 Employees will receive full details of the proposed Single Status Collective Agreement and their proposed grade by letter. Employee Roadshows are planned to raise awareness on the proposed agreement and to respond to any queries.

10.00 CONSULTATION REQUIRED

10.01 Consultation will take place via the recognised Trade Unions. The Council will engage with all employees in scope of the project via Workforce Communications and Employee Roadshows. Employees who are members of a recognised Trade Union will have the opportunity to vote in a ballot on whether they wish to accept the proposals.

11.00 CONSULTATION UNDERTAKEN

11.01 See above.

12.00 APPENDICES

12.01 None.

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

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CORPORATE RESOURCES OVERVIEW & SCRUTINY
COMMITTEE
DATE: THURSDAY, 5 JULY 2012
REPORT BY: HEAD OF FINANCE
SUBJECT: REVENUE BUDGET MONITORING 2011/12
(OUTTURN), REVENUE BUDGET MONITORING
2012/13 (MONTH 2) AND CAPITAL PROGRAMME
2011/12 (OUTTURN)

1.00 PURPOSE OF REPORT

1.01 To provide Members with the Revenue Budget Monitoring 2011/12 (Outturn), Revenue Budget Monitoring 2012/13 (Month 2) and Capital Programme 2011/12 (Outturn) information.

2.00 BACKGROUND

2.01 The Revenue Budget Monitoring 2011/12 (Outturn), Revenue Budget Monitoring 2012/13 (Month 2) and Capital Programme 2011/12 (Outturn) reports will be presented to Cabinet on 10th July 2012. Copies of the reports are attached as Appendix A, B and C to this report.

3.00 RECOMMENDATIONS

3.01 Members are asked to note the reports.

4.00 FINANCIAL IMPLICATIONS

4.01 As set out in the reports.

5.00 ANTI POVERTY IMPACT

5.01 None.

6.00 ENVIRONMENTAL IMPACT

6.01 None.

7.00 EQUALITIES IMPACT

7.01 None.

8.00 PERSONNEL IMPLICATIONS

8.01 None.

9.00 CONSULTATION REQUIRED

9.01 None.

10.00 CONSULTATION UNDERTAKEN

10.01 None.

12.00 APPENDICES

12.0 Appendix A - Revenue Budget Monitoring 2011/12 (Outturn).
Appendix B - Revenue Budget Monitoring 2012/13 (Month 2).
Appendix C – Capital Programme 2011/12 (Outturn).

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Contact Officer: Gary Ferguson, Corporate Finance Manager
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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**
DATE: **TUESDAY, 10 JULY 2012**
REPORT BY: **HEAD OF FINANCE**
SUBJECT: **REVENUE BUDGET MONITORING 2011/12**
 (OUTTURN)

1.00 **PURPOSE OF REPORT**

1.01 To inform members of the Council Fund and the Housing Revenue Account Outturn for 2011/12 (subject to audit) and the impact on the respective level of reserves as at 31st March 2012. The figures are included in the Draft Statement of Accounts 2011/12 which will be reported to Audit Committee on 17th July.

1.02 **INDEX OF CONTENTS**

Section 2	Executive Summary
Paragraph 3.02	Council Fund Summary Table
Section 4	Non Standard Inflation / Central Contingencies
Section 5	Unearmarked Reserves
Section 6	Housing Revenue Account
Appendix 1	Council Fund Movement in Variances from Month 11
Appendix 2	Community Services - Variances Summary
Appendix 3	Environment - Variances Summary
Appendix 4	Lifelong Learning - Variances Summary
Appendix 5	Corporate Services - Variances Summary
Appendix 6	Central & Corporate Finance - Variances Summary
Appendix 7	Council Fund Unearmarked Reserves Summary
Appendix 8	Housing Revenue Account - Variances Summary
Appendix 9	Council Fund - Achievement of Efficiencies

2.00 **BACKGROUND**

2.01 Members are requested to note the final outturn as detailed below:

- Council Fund – Net underspend of £2.835 (Underspend of £2.266m at Month 11)
- Housing Revenue Account – Net underspend of £0.737m (Underspend of £0.497m at Month 11)

3.00 CONSIDERATIONS

3.01 The last report to Cabinet on 12 June detailed the position at month 11. Therefore the table below compares the final outturn position to month 11.

COUNCIL FUND

3.02 The table below shows a final outturn in-year underspend of £2.835m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 11	Final Outturn	Month 11	Final Outturn	Month 11	Final Outturn
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	57.374	57.220	(1.932)	(1.917)	(1.279)	(1.264)	(0.653)	(0.653)
Environment	32.262	31.811	(0.118)	(0.130)	(0.118)	(0.130)	-	-
Lifelong Learning	109.110	110.696	1.341	1.325	1.812	1.796	(0.471)	(0.471)
Corporate Services	16.436	18.486	(0.569)	(0.565)	(0.569)	(0.565)		
Total Directorates	215.182	218.213	(1.278)	(1.287)	(0.154)	(0.163)	(1.124)	(1.124)
Central and Corporate Finance	26.190	23.159	(0.988)	(1.548)	(0.988)	(1.548)		
Total	241.372	241.372	(2.266)	(2.835)	(1.142)	(1.711)	(1.124)	(1.124)

3.03 The Original Budget column reflects the budget approved by Council on 1st March 2011. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules, and includes a number of technical adjustments such as the allocations from central contingencies, non-standard inflation, single status project costs, and the contributions to the cost of employment efficiency being moved from Corporate Services to Central and Corporate Finance.

3.04 The significant in-year variances at final outturn are detailed in Appendices 2-6 (Council Fund), and Appendix 8 (HRA). The significant changes for the Council Fund from Month 11 are detailed in Appendix 1.

3.05 The underspend of £2.835m is made up of a £1.287m underspend on services, increased by a £1.548m underspend from Central and Corporate Finance. The underspend represents 1.2% of the Council's Net Budget and shows that the Council has kept expenditure within its means whilst still meeting priorities and performance standards. The main reason for the movement from Month 11 relates to the reviewed accounting treatment for the impairment of Landsbanki investments. This followed the issuing of revised guidance on 1st June 2012 which reduced the impairment charges by £0.361m.

PROGRAMME OF EFFICIENCIES

3.06 The 2011/12 budget contained £8.920m of specific efficiencies. This was an ambitious target and as such the level of achievement has been monitored regularly throughout the year. The Month 11 Report stated that this report would provide an analysis of the final position on the 2011/12 programme of efficiencies. This analysis (summarised in the table below) indicates that £7.897m (88.5 %) of the efficiencies included in the 11/12 budget have been

Appendix A

achieved, resulting in a net under-achievement of £1.023m. This good level of achievement is broadly consistent with the projected figures throughout the year. It is important to note that the impact of this analysis is already accounted for in the overall final outturn figures.

Status of Efficiency	Value of Budgeted Efficiency £m	Value of Projected Efficiency £m	(Under) Over Achievement £m
ALREADY ACHIEVED	5.500	6.005	0.505
ACHIEVEABLE IN PART	3.022	1.892	(1.130)
NOT ACHIEVEABLE	0.398	0.000	(0.398)
Total	8.920	7.897	(1.023)

3.07 Appendix 9 provides further details for each Directorate.

BRIEF OVERVIEW OF THE YEAR

3.08 The 2010/11 Outturn report to Executive in July advised that the final level of unearmarked reserves was £1.808m more than the £0.291m anticipated when the 2011/12 budget was set. The 2011/12 budget was funded by a temporary use of reserves of £1.613m and this was repaid early from these additional resources.

3.09 The projected outturn was relatively consistent through months 3 – 6 ranging from a projected overspend of £0.233m to £0.320m. During the latter part of 2011, attention focussed on ensuring a balanced 2012/13 budget, both in terms of the recurring base budget and the identification of one-off funding made available through an increased contingency reserve.

3.10 Management actions were put in place to review spending commitments with a view to eliminating the 2011/12 projected overspend and also to identify areas that could contribute to the 2012/13 budget on a recurring and one-off basis.

3.11 The financial projection significantly improved over the subsequent months and resulted in the final outturn position detailed in this report. This was due to a number of factors including:

- Vacancy savings relating to service reviews, such as Transforming Social Services for Adults, in preparation for implementation during 2012/13
- Out of County placements underspent by £0.922m (compared to an overspend of £1.015m in 2010/11) due partly to the work of the task and finish group and their regional partners
- Increased income from investments (£0.208m)
- Greater than anticipated refunds of VAT following House of Lords decision (Fleming and Conde Nast Publications Ltd) were received

totalling £0.685m

- The one-day of industrial action resulted in a reduction in staffing costs of £0.240m
- A review of centrally held contingencies relating to superannuation costs resulted in a saving of £0.487m
- A late notification of a change in accounting for impairment of Landsbanki investments resulted in a benefit to the council of £0.361m

3.12 The increase in the unearmarked reserves towards the end of the financial year has enabled the Council to set aside funding of £0.973m for one-off pressures in the 2012/13 budget and create a ringfenced reserve of £1.500m for investment in organisational change.

4.00 NON STANDARD INFLATION / CENTRAL CONTINGENCIES

NON STANDARD INFLATION

4.01 The 2011/12 budget included £0.547m for items where costs were likely to increase by more than the standard rate of inflation. During the year these amounts have been held centrally until the additional requirement could be demonstrated. The final position in relation to these items is detailed below:-

- Fuel costs (£0.060m) – allocated in full.
- Street lighting energy (£0.037m) – allocated in full
- Energy costs (£0.450m) – an amount of £0.367m has been allocated. The remaining (£0.083m) was not required and forms part of the underspend within central and corporate.

CENTRAL CONTINGENCIES

4.02 The budget for 2011/12 included base budget provision of £0.337m in respect of increased employers pension contribution and £0.150m relating to the review of relief staff. As previously reported these amounts are no longer required and are shown as an underspend within central and corporate.

4.03 A further one-off contingency of £2.159m was also included in the 2011/12 budget relating to one-off exit costs associated with service modernisation. An amount of £1.344m of this allocation was spent in 2011/12 with the remaining £0.815m being carried forward into 2012/13 in line with the timing of the completion of the relevant service reviews.

5.00 UNEARMARKED RESERVES

5.01 The 2010/11 final outturn reported to Executive on 19th July showed unearmarked reserves at 31st March 2011 (above the base level of £5.476m) of £2.099m.

5.02 Appendix 7 details the movements during 2011/12 on unearmarked reserves and the level of contingency sum available. As a result of these movements

Appendix A

the final level of Contingency Reserve is £0.992m (above the base level of £5.476m). This takes into account the following commitments in 2012/13 as agreed in previous monitoring reports:

- The use of £0.973m to meet one-off / timelimited costs in 2012/13 (approved in the 2012/13 budget report)
- The ringfencing of £1.500m to support Organisational Change costs in 2012/13 (approved in the Month 11 monitoring report).

5.03 The remaining Contingency Reserve of £0.992m is £0.578m more than the £0.414m estimated when the 2012/13 Council Fund revenue budget was approved by County Council at the meeting on 1st March 2012.

SERVICE BALANCES

5.04 Service balances are made up of those balances held by departments which have previously been agreed can be carried forward. The Final Balances for these items are summarised below:-

	Estimated Balance as per Budget report 01/04/12 £m	Actual Balance as per Final Outturn 01/04/12 £m
Community Services	0.506	0.352
Environment	0.779	1.654
Lifelong Learning	0.050	0.043
Corporate Services	0.500	1.143
	<u>1.835</u>	<u>3.192</u>

6.00 HOUSING REVENUE ACCOUNT

6.01 On 15th February 2011, the Council approved a Housing Revenue Account (HRA) budget for 2011/12 of £25.262m. The budget provides for a closing balance of £0.885m, which at 3.5% of total expenditure satisfies the prudent approach of ensuring a minimum level of 3%.

6.02 The 2010/11 final outturn reported to Executive on 19th July 2011 showed a closing balance at the end of 2010/11 of £1.487m which was £0.236m higher than when the 2011/12 budget was set. This had the effect of increasing the opening balance for 2011/12 by the same amount.

6.03 The final outturn for 2011/12 is an underspend of £0.737m, which represents an increase of £0.240m on the projected position reported at Month 11. The HRA shows a final closing balance of £1.857m which at 7.35% of the total expenditure satisfies the prudent approach of ensuring a minimum level of 3%. The final year end balance (subject to audit) is £0.753m greater than the £1.104m that was projected when the 2012/13 HRA budget was approved at

the Council meeting on 21st February 2012.

6.04 Appendix 8 details the reasons for significant variances to budget for the year.

BRIEF OVERVIEW OF THE YEAR

6.05 The 2011/12 HRA budget provided for a total revenue contribution of £3.235m towards the funding of capital expenditure (CERA). During the year the following increases were approved to meet increased revenue expenditure on vacant properties:

- An amount of £0.450m was approved at Executive on 20th September 2011 (Month 3 report)
- An amount of £0.200m was approved at Executive on 27th March 2012 (Month 9 report)

6.07 The continued improvement in the financial management of the HRA during 2011/12 has also helped to enable delivery of the following service developments and improvements:-

Repairs Service:

- Service modernisation
- Outsourced stores to Travis Perkins
- Improved empty property periods
- Introduction of mobile working
- Repairs appointment and texting pilots
- Continued high investment in Capital improvements - from CERA

7.00 RECOMMENDATIONS

7.01 Members are recommended to:-

- a) Note the overall report.
- b) Note the final Council Fund Contingency Sum as at 31st March 2012 (Section 5).
- c) Note the final level of balances on the Housing Revenue Account (para. 6.03)

8.00 FINANCIAL IMPLICATIONS

The financial implications are as set out in Sections 3.00 – 6.00 of the report.

9.00 ANTI-POVERTY/ENVIRONMENTAL IMPACT

None

10.00 PERSONNEL IMPLICATIONS

None

11.00 CONSULTATION UNDERTAKEN

None

12.00 APPENDICES

Council Fund – Movement in Variances from Month 11 – Appendix 1

Council Fund Variances – Appendices 2 – 6

Council Fund – Movements on unearmarked reserves – Appendix 7

Housing Revenue Account Variances – Appendix 8

Council Fund - Achievement of Efficiencies – Appendix 9

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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**COUNCIL FUND - REVENUE BUDGET 2011/12
FLINTSHIRE COUNTY COUNCIL**

**Budget Monitoring (Final Outturn)
Summary of Movement from Month 11**

	£m	£m
Month 11		
Out of County Ringfenced Budget	(0.922)	
Service Directorates	(0.356)	
Central and Corporate Finance	(0.988)	
Variance as per Executive Report		(2.266)
Final Outturn		
Out of County Ringfenced Budget	(0.922)	
Service Directorates	(0.365)	
Central and Corporate Finance	(1.548)	
Variance as per Directorate Returns		(2.835)
Change Requiring Explanation		(0.569)
<u>Community Services</u>		
• Minor changes of less than £0.050m	0.015	
		0.015
<u>Environment</u>		
• Routine Maintenance - Increased tipping fees for gully emptying between August and March as a result of the loss of the DIP facility have been offset by other areas of Routine Maintenance.	(0.038)	
• Waste Disposal and Civic Amenity Sites - Reallocation of Civic Amenity Site costs.	0.076	
• Minor changes of less than £25k	(0.050)	
		(0.012)
<u>Lifelong Learning</u>		
• Facilities Services - The projected effect of the warm March weather on catering income in schools worse than projected at Month 11.	0.054	
• Minor changes of less than £25k	(0.070)	
		(0.016)
<u>Corporate Services</u>		
• Minor changes of less than £5k	0.004	
		0.004
<u>Central and Corporate</u>		
• Central Loans and Investment Account - Net effect of a decrease in management expense of £0.039m, increase in interest income of £0.045, a decrease in the Minimum Revenue Position of £0.018m and a year end depreciation charge surplus of £0.047m.	(0.149)	

- Corporate (Other) - Net effect of the following variances: (0.315)

A previously reported pressure due to a payment of £0.075m to Conwy CC for the Regional Transformation Fund has now been accrued into the 2012/13 accounts following late notification by Conwy that the project was underspent in 2011/12.

The Collection Fund surplus outturn was £0.050m less than had been projected at Month 11.

A centrally held budget of £0.121m for NNDR charges on empty properties was not required by the service. This budget will remain for 12/13 but will be reviewed as part of the MTFP.

A reduction in Landsbanki Impairment of investment costs of £0.361m. This is a result of reviewed accounting treatment for the impairment of investments in accordance with the latest guidance received (LAAP82 - received June 1st 2012) which resulted in a more favourable position for the Council due to the effective reduction in the value of impairment charge to the revenue account in previous years.

The Net effect of the year-end Support Service recharges has resulted in an overspend of £0.192m. This largely relates to charges that have in the past been charge

- Other minor variances (0.096)

(0.560)

Total changes

(0.569)

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Day Services (Services for Older People)	1.309	1.110	(0.199)	(0.198)	Early impact of transport review (£0.033m) together with a reduction in the use of agency staff by utilising in house services (£0.020m) and Independent Sector provision (£0.032k).	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.
Community Re-enablement (Services for Older People)	0.383	0.343	(0.040)	(0.040)	Mostly due to income exceeding budget offset by overspends in other areas.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.
Domiciliary Support (Services for Older People)	7.632	7.370	(0.262)	(0.262)	Increase in complexity of need and number of clients supported to live at home. This is resulting in an increase in the amount of support to clients in need of double manning and complex care which has a significant impact on cost. However, changes to the delivery of the service, including reablement as part of TSSA, is leading to an improved outturn position and reduced pay costs (£0.046m). Additional Continuing Health Care funding has only just been secured (£0.179m); this is available only if certain criteria are met.	Continual review of individual care packages is contributing to reducing the overspend. Trend analysis continues to be used to improve projections of service demand. Reablement service is rolling out in line with TSSA.
Living Well (Services for Older People)	0.091	0.054	(0.037)	(0.037)	Mainly the result of reduced staffing levels due to maternity leave, a vacancy and a Social Worker seconded to PDSI.	The current service provision is being reviewed which may result in changes and is part of TSSA.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Residential Services (Services for Older People)	8.413	8.518	0.105	0.105	The cost of covering for staff leave within this statutory service, (e.g. annual or sick leave), continues to be an issue resulting in a net overspend on staff costs. This is offset by an increase in the projected level of income from service users (£0.053m).	Use is being made of temporary Flintshire staff from other areas, to minimise the need for agency staff. Income levels continue to be monitored but depend on circumstances of individual service users.
Professional Support (Services for Older People)	2.947	2.803	(0.144)	(0.144)	Purchased residential care is projected to overspend. This is mainly due to an additional week of payments in 2011/12 which is a 53 week year (impact approximately £0.145m). These overspends are partially offset by service user income exceeding budget.	
Domiciliary Support (Physical Disability and Sensory Impairment).	1.591	1.567	(0.024)	(0.024)	The projected underspend is mostly due to a number of vacant posts (£0.198m) offset by minor overspends in other areas as well as £0.051m requested carry forward mostly in respect of the need for additional HR support for TSSA in 2012/13	The service is being reviewed as part of TSSA.
					This service is projected to underspend due to a combination of reduced third party care costs together with income expected to exceed its budget.	All care packages are being reviewed to ensure that they remain appropriate; this may, in some cases, lead to a reduction in payments and is part of TSSA.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Residential Services (Physical Disability and Sensory Impairment)	0.882	0.757	(0.125)	(0.125)	The Service has underspent on purchased residential care (£0.110m) which is offset by a projected shortfall in income (£0.024m). This reflects changes in clients needs.	Continue to monitor as clients needs change
Professional Support (Physical Disability and Sensory Impairment)	1.488	1.731	0.243	0.243	This relates to additional specialist agency and associated costs required to meet an increase in the demand for OT assessment.	No new assessments are being undertaken by the third party provider. Review the Service Level Agreement. Review budget allocations following lean review.
Community Living (Learning Disability Services)	9.363	9.126	(0.237)	(0.238)	Expenditure on Purchased care is less than expected due to the timing of college placements together with lower than anticipated expenditure on residential placements. Care management is projecting a reduction of £0.120m due to delays in engagement of transition clients. This is offset by increased costs in the Supported Living Service and other minor movements.	Continue work on the identification and timing of new clients to moving into services. Continual review of care to existing clients. Continued monitoring and negotiation with Health of CHC packages. In dispute with Health on funding of some care packages.
Work Opportunities (Learning Disability Services)	1.888	1.853	(0.035)	(0.035)	Vacancy savings (£0.104m) mainly offset by a shortfall in income of (£0.054m) and an overspend in client transport (£0.030m).	Continue to monitor - part of phase II of TSSA.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Day Services (Learning Disability Services)	0.996	0.976	(0.020)	(0.020)	Underspend on employee costs together with a reduction in the use of independent sector relief staff totalling £0.046m offset by overspends in other areas but mostly client transport.	Continue to monitor - part of phase II of TSSA.
Ringfenced Budgets (Mental Health)	0.324	0.162	(0.162)	(0.162)	Reflects current client packages for 2011/12.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. Reduced budget in
Business Systems (Development & Resources)	0.790	0.645	(0.145)	(0.145)	The underspend is due to the timing of expenditure within Business Systems which relates to the continual development of PARIS and lower than	Continue to monitor.
Business Services Income (Development & Resources)	(1.511)	1.605	(0.094)	(0.094)	This is partially due to six weeks of income at the old, higher, rate being received in 2011/12 due to the timing of debtor invoices.	This income is one-off. Continue to review the average weekly income.
Supporting People (Development & Resources)	0.021	0.000	(0.021)	(0.021)		

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Management & Support (Development & Resources)	0.556	0.688	0.132	0.132	The overspend is mostly due to staff pay exceeding budget and includes a request for a carry forward of balances into 2012/13 to fund the continuing work of the TSSA Project Manager (£0.051m).	One-off
Family Placement (Children's Services)	1.775	2.111	0.336	0.336	The overspend is mainly as a result of an increase in the number of foster care places within the service. It is also due to the increasing number of court orders for Residence and Specific Guardianship which invariably attract an ongoing allowance for the carers. The overspend includes the effect of the additional week included in 2011/12	A close evaluation of the Family Placement Team is to commence in Jan 12 which will examine the function of the team and include an expenditure analysis review.
Family Support (Children's Services)	0.340	0.261	(0.079)	(0.079)	The underspend in this service is mostly due to a reduction in the use of sessional staff. The use of sessional staff can fluctuate monthly depending on caseload.	
Prevention & Support (Children's Services)	0.100	0.039	(0.061)	(0.061)	The underspend in this service is mostly the result of an underspend in transport costs, however fluctuations in monthly costs can occur depending on caseload.	

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Professional Support (Children's Services)	5.373	5.149	(0.224)	(0.224)	The underspend relates to a commitment for a potential redundancy that was expected to have been met by the service before the end of the financial year, together with a delay in the recruitment to a post relating to the implementation of the Childrens Act 2008. Expenditure on one off activities has been delayed due to operational priorities.	
Out of County Pooled Budget (Children's Services)	4.057	3.606	(0.451)	(0.451)	Costs reflect existing placements up until March 2012. This reflects initial reductions in payments to providers following re-negotiation of contracts.	The task and finish group are continuing their work and benchmarking work has been completed. The focus of high cost placements is now a North Wales project and meetings have taken place. External consultants have been commissioned to assist with the negotiation process with providers within Flintshire and to make recommendations regarding the current processes deployed.

COMMUNITY SERVICES

APPENDIX 2

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Homelessness (General) (Housing Services)	0.450	0.371	(0.079)	(0.099)	£0.042m savings as vacancies will not be filled until 2012. An additional one off £0.020m contribution from Supporting People for the sheltered Housing improvement project	
Resident Wardens (Housing Services)	1.247	1.111	(0.136)	(0.136)	Under spend due to vacancies not be filled until the new structure is in place in 2012/13.	Approval of the proposed new structure.
Ringfenced Budgets (Homelessness)	0.151	0.079	(0.072)	(0.072)	Mostly due to underspends on supplies and services	Continue to monitor.
Other variances (aggregate)	6.564	3.268	(0.086)	(0.081)	Various minor variances.	Continue to review but not expected to be recurrent.
Total :	57.220	55.303	(1.917)	(1.932)		

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APPENDIX 3

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Industrial Units	(1.616)	(1.495)	0.121	0.119	Shortfall of £0.219m from Industrial Estate Rental Income, due to the current economic climate reducing occupancy levels. Repairs & Maintenance and Electricity projected to exceed budget by £0.043m. Salary savings of £0.122m mitigate some of the above shortfalls.	Maximise occupancy levels throughout industrial units going forward.
Property Holdings	0.154	0.116	(0.038)	(0.038)	New tenancy agreement for Newtech Square leading to rental income of £0.049m and a reduction in NNDR payable by the authority of £0.037m.	
Agricultural Estates	(0.182)	(0.219)	(0.037)	(0.037)	Land Agent Vacancy	
Administration Buildings	1.187	1.200	0.013	0.014	Insurance Claim settlement for the Council Chamber repair and upgrade resulting in a betterment excess of £0.050m being incurred, the majority of which has been met from other service	
Corporate Property & Design	2.382	2.350	(0.032)	(0.032)	An income shortfall had previously been mitigated by vacancy savings. However, income is now projected to be higher than originally anticipated.	

ENVIRONMENT

APPENDIX 3

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Regulatory Services	0.268	0.249	(0.019)	(0.019)	Over recovery on Streetworks income. This now includes a request to carry forward £0.030m of the additional income for some essential resurfacing works to which Streetworks were directly involved with supervising.	
Car Parks	0.025	0.071	0.046	0.038	Car Park income is anticipated to be £0.046m short of target	Keep income levels closely monitored going forward and ensure the reduction in planned maintenance does not have a detrimental effect on
Transportation	1.586	1.451	(0.135)	(0.135)	Savings on Bus Operator payments for Bus Subsidies.	
Routine Maintenance	1.782	1.774	(0.008)	0.030	Increased tipping fees for gully emptying between August and March as a result of the loss of the DIP facility have been offset by other areas of Routine Maintenance	New arrangement for gully emptier/sweeper waste disposal needs identifying for 2012 - 13
Street Lighting	1.052	1.116	0.064	0.061	Additional cost of street lighting energy and inventory charges	To be met from various minor underspends on other works budgets within the Highways Maintenance service area. Final financial pressure allocation of £60k in 2012 - 13 will remove the overspend in subsequent years

ENVIRONMENT

APPENDIX 3

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Neighbourhood Services (Streetscene Service Structure)	1.282	1.468	0.186	0.197	Impact of not implementing the Streetscene service staff structure by 1st October 2011. This also includes the loss of income from the North Wales Trunk Road Agency Technical Investigations Unit that was transferred to Gwynedd Council.	Full year implementation of the new structure within the 2011/12 financial year will remediate the on going overspend and deliver the additional £250k saving in 2012 - 13
Waste Disposal and Civic Amenity Sites	6.933	6.428	(0.505)	(0.581)	Diversion from landfill as a result of the introduction of the Managed Weekly Collections arrangement resulted in a significant diversion from landfill to recyclates. The savings reflect the reduction in landfill tax and tipping fees. The reallocation of some Civic Amenity Site costs resulted in a minor reduction in the variance at Period 12.	This underspend will be reduced by the increase in Landfill Tax in 2012 -13 which will be accommodated within the budget without the need for additional budget pressures. The balance of the underspend will provide the final £245k MWC service saving required in 2012 - 13.

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APPENDIX 3

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Managed Weekly Collections - Waste Collection, Recycling, Sustainable Waste Management Grant and Waste Collection - Trading Account	3.175	3.727	0.552	0.550	The full roll out of the Managed Weekly Collection service commenced from November, on a five day working pattern, rather than six, reflecting the outcome of the Streetscene ballot in September 2011. Additional vehicles were required to be hired and additional staff taken on to maintain the service provision requirements operating on a five day working pattern. Additional costs have also been incurred for R&M relating to relocating the recycling function from Flint to Buckley and as a result of full roll out, significant numbers of new containers for recycling were required, costing up to £0.200m, due to the demand for these from householders.	The roll out of the full six day working pattern during the summer 2012 will allow the overspend to be remediated in future years. The one off payments for recycling containers will not be required in future years
Winter Maintenance	0.999	0.999	0.000	0.000	The amount of salt used has been significantly lower than the two previous years, together with reductions in overtime and fuel costs. As a means of comparison, 4,000 tonnes of salt was used in 2011/12, compared with around 9,000 tonnes in 2010/11.	Underspend in 2011/12 transferred to a specific Reserve Account to mitigate the cost of severe winter weather in the future
Fleet Services	(0.011)	0.067	0.078	0.085	Above inflationary increases in materials not being reflected in income recharges made to clients.	Review charging arrangements to all service users

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APPENDIX 3

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Planning Control	0.459	0.596	0.137	0.137	Costs awarded against the Council in relation to both the Public Inquiry for the proposed development on Ruthin Road, Mold and land at Broughton. Planning fee income has reduced against projections due to the ongoing economic climate and it is now anticipated to be slightly short of target.	Vacancy savings from other areas of Planning Services and additional land charges income can assist with mitigating a large proportion of this variance.
Planning	1.480	1.401	(0.079)	(0.079)	Vacancy savings ahead of service review implementation. Also assumes a request to carry over a further £0.075m of UDP/LDP allocation for use in 2012/13.	
Land Charges	(0.042)	(0.073)	(0.031)	(0.031)	Land Charges income (Search Fees) exceeded income target by £0.031m.	
Management Support & Performance	1.370	1.242	(0.128)	(0.123)	Further vacancy savings ahead of service review implementation, which were anticipated to be filled by financial year end. In addition, the annual fee totalling £0.033m for Ordnance Survey was not required to be paid in 2011/12 and beyond due to a change in funding arrangements.	The base budget for Ordnance Survey commitment has been reduced from 2012/13 onwards.

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APPENDIX 3

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Public Protection	3.446	3.159	(0.287)	(0.289)	Net vacancy savings ahead of service review implementation, together with in-year leavers from posts within the new service structure. These outturn figures also make provision for carry forward requests totalling £0.067m being approved for works at cemeteries and dog fouling commitments which were unable to be carried out in 2011/12.	
Other variances (aggregate)	6.081	6.054	(0.027)	0.015	A number of variances of no more than £0.023m individually.	
Total :	31.811	31.681	(0.130)	(0.118)		

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Out of County (Special – ringfenced budget)	3.090	2.619	(0.471)	(0.471)	<p>Projection throughout the year has been based on updated information on existing placements up until March 2012.</p> <p>Following notification at Inclusion Senior Management Team (ISMT), 6 placements ended during the Summer Term.</p> <p>Agreements for further income of £35k from the University Health Board for joint funded payments were received.</p> <p>3 high cost placements have been heavily reduced and others have been slightly reduced following the involvement of Commercial and Clinical Solutions.</p> <p>Discussions are still ongoing with current placements.</p> <p>A further 4 placements were reduced following Commercial and Clinical Solutions involvement. An additional placement ended.</p>	<p>The task and finish group are continuing their work and benchmarking work has been completed. The focus of high cost placements is now a North Wales project and meetings have taken place.</p> <p>External consultants have been commissioned to assist with the negotiation process with providers within Flintshire and to make recommendations regarding the current processes deployed.</p>

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
cont.... Out of County (Special - ringfenced budget)					<p>During January several changes occurred as follows. 3 placements changed providers, 3 placements ended, 5 placements reduced their service requirement, 1 placement increased their service requirement and 1 new mother and baby placement was received into the Service.</p> <p>4 new placements were received into the Service during February and March. The extra costs of these new clients was partially offset by a discount received for 1 placement following continued Commercial and Clinical Solutions involvement.</p>	

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Leisure Services .	3.496	3.893	0.397	0.413	<p>Within Leisure Services, Deeside Leisure Centre suffered a loss of income due to closures caused by redevelopment of £0.061m.</p> <p>A large number of efficiencies and reduction of overspends which totalled £561k were made in the Leisure Service through Flintshire Futures and most of the expected savings are likely to be achieved. The one efficiency that has not be made during 2011-12 relates to the original staff re-organisation plan being delayed until November 2012. This has caused many of the posts in the original plan to be appointed on temporary posts whilst the new organisational chart is being created. The on-going effects of this have cascaded their way through the service and have caused a one off £0.121m overspend in 2011/12.</p>	<p>Other methods of recovering this overspend were explored and contributed £0.033m.</p> <p>Leisure Services JEQ's have been submitted for scoring, the expected implementation date is November 2012.</p>

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
cont.... Leisure Services					The Energy Unit advised that Gas price increases of up to 35% were to be expected this year. This has affected all services that have premises, particularly Leisure. The effect of this price rise is within the provision of Non Standard Inflation currently held centrally.	Further work is ongoing in liaison with the Energy Efficiency Unit.
					A Remedy Hearing following an Employment Tribunal judged that an employee had been unfairly and wrongfully dismissed at a cost of £55k.	
					The first full months repayment for the new Extreme Zone and Spa was repaid in January. As these activity areas only opened part way through January there wasn't a full months income to offset the repayment. This is a one off situation.	

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
cont.... Leisure Services					February and March are the highest income generating months for Leisure Services. The extreme hot weather, particularly in March, had a very detrimental effect on income. The Ice Rink income alone was £63k less than received in the average taken over the last 5 years, with other indoor sports income at every site also negatively effected. Income generation has improved during poor weather in April.	
Schools Related	(1.634)	(1.406)	0.228	0.232	Schools Service Level Agreements have been identified as a risk for some time. The implications of this have only been firmed up during January. It has been decided that a further £32k of the Schools Service Level Agreement relating to Corporate overheads is to remain in Lifelong Learning for 2011/12. Corporate overheads have remained static in 2011/12 although school subscriptions have reduced.	Budget holders are to be notified of the impact of this on their 2012/13 budget, and take decisions where required to reduce expenditure accordingly. This is to be revisited during 2012/13.

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
cont...Schools related					There has been an increase in the number of pupils partaking in the Music Service (£94k) following service changes, however, fees at current levels do not recover full service costs. The Service has incurred one off costs of £25k for I.T. to invoice pupils. Extra staffing to cope with the increased delivery of the Service has incurred the remainder of the overspend, which has also suffered additional costs through sickness and maternity cover.	These additional expenses are largely one off costs which will not be incurred in future years.
Inclusion Services	5.598	5.975	0.377	0.361	The Inclusion Service has received grant streams in the region of £0.302m in previous years which have mitigated their overspend. These are no longer available from 2011/12 onwards. The major cause of the overspend is on Auxiliary Support Workers (ASWs) providing pupil support in schools.	In 2012/13 a budget allocation of £300k has been approved to replicate lost grant funding.
					Amendments to other grants on which the service could draw on previously have been tightened further.	Service changes to match reduction in grants.

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Youth and Community	1.412	1.455	0.043	0.050	Implementing only staffing changes in relation to the approved Youth Service Strategy in 2011/12 has left a budget shortfall in relation to accommodation. The Accommodation Review has been rescheduled for 2012/13. The Workwise/Wheels to Work project has been wound up, the net effect was a one off cost to the service of £0.030m.	Various grant streams were approached to reduce this without success.
Pupil / Student Transport	6.388	6.573	0.185	0.185	The School Transport service will overspend on College Transport by approximately £0.174m as there is insufficient budget to cover the additional costs of increased numbers of students attending college courses, particularly at the start of the academic year when student numbers are at their highest.	Progress Policy Review and consultation on Post 16 entitlements. Efficiency projects within existing policy 1) Special needs project 2) Hazardous routes
					Approximately £20k of savings were realised due to the school buses not running during the Industrial Action day in November.	

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Service Units	2.092	2.278	0.186	0.178	The figures received from September showed that there is a larger take up of Free School Meals than is budgeted for.	The level of budget provision for free school meals will be re-assessed during the current service planning/ budget process in order to keep pace with changes within the wider economic climate.
					There was a further increase of £67k due to greater Free School meals take up between January and March, taking the total for this year to £141k.	Working with Facilities, a detailed analysis is taking place to ascertain the reasons for the increase.
					School Remissions costs increased by £60k during February and March. £20k of this was for school trips which only equated to £1.2k last year, and £40k was from information received from the Music Service in March.	A review of the Remissions Policy is planned.
Facilities Services	1.038	1.493	0.455	0.401	Within the Facilities Service, figures extracted from the Office for National Statistics show food price inflation to be 3.8% above our 2% budget uplift which equates to a £0.065m overspend.	Non-standard inflation has been provided for in the 12/13 budget process.

LIFELONG LEARNING

APPENDIX 4

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
cont....Facilities Services					The Cleaning Service is struggling to find the £0.100m in year efficiency target, further work is currently being undertaken. An addition to this is the loss of the surplus generating contract with the Law Courts.	Implementation of agreed daytime cleaning at County Hall.
					The Catering Service is continuing to overspend in the absence of a comprehensive efficiency and kitchen rationalisation strategy. The draft APSE review has now been received which will be used to form the basis of this strategy.	A project scope for Facilities Services to review organisational structure design principles and service delivery has been approved. It includes work on (i) cost reduction/procurement (ii) improved and themed menus (iii) take-up strategies (iv) on-line payments.
					Sickness rates amongst school cooks since September is considerably higher than average	
					The extreme hot weather during March had a negative effect on school meals take up as less hot meals were sold than would usually be expected.	
Other variances (aggregate)	89.216	89.141	(0.075)	(0.008)	Multiple variances under £0.050m.	
Total :	110.696	112.021	1.325	1.341		

CORPORATE SERVICES

APPENDIX 5

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Chief Executive	2.274	2.138	(0.136)	(0.136)	Vacancy savings £0.051m .	
					Employee Consultation efficiency £0.038m .	
					Employee Safety Measures efficiency £0.025m	
					Other minor efficiencies £0.022m .	
Finance	3.355	2.983	(0.372)	(0.373)	The net position on staffing costs is an underspend of £0.185m , this is after taking into account several vacancies and the additional costs of senior interim staff and essential additional resources. This is due to the delay in the implementation of the Finance Function Review and also the increased workload within Benefits. These are being carefully monitored and will continue until the results of the Finance Function Review are implemented. This is in line with the anticipated revised cost of the Finance Structure.	

CORPORATE SERVICES

APPENDIX 5

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
cont... Finance					In order to keep on top of backlogs within Housing Benefits it has been necessary to engage an outside data centre to process claims £0.049m .	
					Savings on essential car allowances and transport costs due to staff vacancies £0.012m .	
					Additional costs of software, software maintenance and consultants due to legislative changes and upgrades to systems £0.032m .	
					Additional funding received from WAG £0.040m .	
					Benefits Subsidy - additional income received £0.232m	
					Various decreases in running costs/decrease in income received, £0.015m .	

CORPORATE SERVICES

APPENDIX 5

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Legal & Democratic Services	3.247	3.094	(0.153)	(0.153)	Additional Income - Legal Services £0.038m Reduction in Members' Allowances payable and expenses, £0.104m . Recruitment costs £0.022m Other minor variances £0.033m .	
Human Resources & Organisational Development	2.676	2.855	0.179	0.179	During the identification of the 1% efficiencies in 2010/11, £0.025m was surrendered on a permanent basis for ISA registration although the budget allocation was only temporary. The efficiency has therefore reduced the CRB checks budget by £0.025m. ISA Registration budget error £0.025m pressure.	ISA Registration/CRB checks. A budget pressure form has been completed for 2012/13. A review is currently underway to identify possible ways of reducing CRB check expenditure.

CORPORATE SERVICES

APPENDIX 5

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
cont... HR & OD					CRB Checks £0.066m pressure.	A report on CRB checks is currently being prepared for CMT which will make recommendations to reduce future costs.
					Vacancy savings £0.124m .	
					Corporate Training refreshments pressure £0.030m	
					Organisational Design pressure of £0.123m .	This expenditure relates to the OD Project which will generate efficiencies through ongoing service reviews.
					HRMIS Phase 2 in year pressure of £0.025m .	
					Payroll SLA pressure £0.034m	
ICT & Customer Services	5.819	5.723	(0.096)	(0.099)	Estimated deficit D&P £0.260m .	
					Vacancy Savings (vacancies on hold pending outcome of Service Reviews) £0.326m .	
					Other minor efficiencies £0.030m .	
Clwyd Theatr	1.115	1.128	0.013	0.013		
Total :	18.486	17.921	(0.565)	(0.569)		

CENTRAL CORPORATE FINANCE

APPENDIX 6

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Central Loans & Investment Account	13.974	13.766	(0.208)	(0.059)	The outturn of £13.766m reflects a net decrease in Interest/Principal/Debt Management expenses of £0.096m, a net increase in Temporary Investment and Other Interest income of £0.091m, an increase in the Minimum Revenue Provision of £0.026m and a depreciation charge surplus of £0.047m.	
Financing & Funding (insurance, banking etc.)	2.419	1.700	(0.719)	(0.734)	The outturn of £1.685m reflects a decrease in Audit Fees of £0.056m, a decrease in Other Buildings income of £0.012m, an increase in Additional Superannuation costs of £0.015m, write-offs income of £0.012m, an increase in Bank Charges of £0.007m and an adjusted Windfall Income total of £0.685m, which takes account of Rateable Value reductions, the write-off of unclaimed NDR credits and the refund of VAT following a recent House of Lords decision (Fleming and Conde Nast Publications Ltd).	

CENTRAL CORPORATE FINANCE

APPENDIX 6

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Corporate Other	6.766	6.145	(0.621)	(0.195)	<p>Non-Standard Inflation underspend of £0.083m relating to energy costs not required in 11/12.</p> <p>Flintshire Futures Cost of Employment £0.236m shortfall in achievement of full efficiency.</p> <p>Part year savings of £0.045m identified relating to the implementation of the Occupational Health collaboration project with Wrexham.</p> <p>An overachievement of the centrally held Matrix efficiency resulted in an underspend of £0.190m.</p>	<p>Delays in negotiations for the Terms and Conditions element of the Cost of Employment project led to an under achievement of the efficiency by £0.236m.</p> <p>Full year savings have been included in the current budget.</p> <p>An increase in the efficiency is also included in the current budget.</p>

CENTRAL CORPORATE FINANCE

APPENDIX 6

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
....cont Corporate Other					<p>An underspend has now been confirmed on the 1st and 2nd Tier Officer Appraisal Review budget of £0.075m.</p> <p>The effects on pay of the day of industrial action resulted in a reduction in costs of £0.240m for non teaching staff.</p> <p>A centrally held procurement saving target of £0.511m has not been allocated.</p> <p>As indicated in the Month 7 report the budget for 2011/12 included base budget provision of £0.337m in respect of increased employers pension contribution and £0.150m relating to the review of relief staff. The further detailed work has now been completed and it can be confirmed that these amounts are not now required resulting in a saving of £0.487m. A further saving of £0.228m has also been identified relating to the reductions in the total superannuation payable by the Council due to early payment.</p>	<p>This is now included as a pressure in the current budget.</p> <p>Future year impacts of these savings will be included in the budget strategy going forward.</p>

CENTRAL CORPORATE FINANCE

APPENDIX 6

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
....cont Corporate Other					The £0.328m Single Persons Discount Efficiency was only partially achieved. Other items effecting the Collection Fund included banding adjustments on 86 properties. The net effect is a shortfall of £0.200m.	
					A surplus of £0.016m on the cycle to work and nursery vouchers schemes.	
					Carbon Reduction Commitment costs of £209k needed to be shown in the 2011/12 accounts due to a change in accounting guidance received.	
					A centrally held budget of £0.121m for NNDR charges on empty properties was not required by the service. This budget will remain for 12/13 but will be reviewed as part of the MTFP.	

CENTRAL CORPORATE FINANCE

APPENDIX 6

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
....cont Corporate Other					A reduction in Landsbanki Impairment of investment costs of £0.361m. This is a result of reviewed accounting treatments for the impairment of investments in accordance with the latest guidance received (LAAP82 - received June 1st 2012) which resulted in a more favourable position for the Council due to the effective reduction in the value of impairment charge to the revenue account in previous years. Print and Printer review efficiency of £0.030m. A previously reported pressure due to a payment of £0.075m to Conwy CC for the Regional Transformation Fund has now been accrued into the 2012/13 accounts following late notification by Conwy that the project was underspent in 2011/12.	

CENTRAL CORPORATE FINANCE

APPENDIX 6

Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
....cont Corporate Other					The Net effect of the year-end Support Service recharges has resulted in an overspend of £0.192m. This largely relates to charges that have in the past been charged to trading accounts such as Leisure and Facilities that are now not treated as trading accounts for accounting purposes. The Support Costs are calculated after all other accounts have closed down. A decrease in Other Miscellaneous Expenditure of £0.018m.	
Total :	23.159	21.611	(1.548)	(0.988)		

APPENDIX 7

Movements on Council Fund Unearmarked Reserves

	£m	£m
Un-earmarked Reserves as at 1 April 2011	7.575	
Less - Base Level	<u>(5.476)</u>	
Amount Available for Delegation to Executive		2.099
Less repayment of temporary use of reserves for 2011/12 budget.	(1.613)	
Less allocation from contingency reserve to meet one-off / time limited costs in 2012/13	(0.973)	
Add - amounts transferred from other balances	0.144	
Add Final Underspend as at 31 st March 2012	<u>2.835</u>	<u>0.393</u>
Initial Level of Total Contingency Reserve as at 31st March 2012		2.492
Ringfenced for Investment in Change (5.03)		(1.500)
Final Level of Total Contingency Reserve as at 31st March 2012		0.992

HRA Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Rental Income	(24.529)	(24.322)	0.207	0.207	£0.100m projected adverse variance on voids 1.94% at pd11 averaged at 2.5% over the full year against a budget of 2%. £0.051m council tax for maisonettes awaiting demolition, £0.068m on rent bad debts.	
Repairs and Maintenance	9.302	9.032	(0.270)	(0.267)	Additional Subcontractors to cover for absent staff and to maintain services whilst staff trained on mobile working. Write offs on obsolete stores materials of £80k.	
Estate Management	1.812	1.590	(0.222)	(0.222)	£0.105m savings on salaries and we have not yet needed to implement 24 hour evacuation in high rise flats. £0.135m savings on grounds adhoc maintenance and communal HRA land.	
Building Maintenance Trading Account	0.000	0.305	0.305	0.244	Additional Subcontractors to cover for absent staff and to maintain services whilst staff were trained during implementation of mobile working. Write offs on obsolete stores materials. £0.05m Increase of year end professional support recharges.	

HRA Budget Monitoring 2011/12 (Final Outturn vs. Month 11)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Variance Month 11 (£m)	Cause of Variance	Action Required
Finance and Support	2.211	1.613	(0.598)	(0.399)	£0.085m savings on the re-negotiation of the insurance contract and third party claims less than anticipated. £0.042m saving on non reimbursable ballot costs. £0.040m saving on Consultancy fees.	
Other variances (aggregate)	11.572	11.412	(0.160)	(0.060)	£0.100m Carry forward request for early retirement and redundancy costs delayed into 2012/13. £0.252m saving on year end support recharges for HRA's portion of Flintshires central costs.	
Total :	0.367	(0.370)	(0.737)	(0.497)		

Final Outturn

Efficiency Description	Budgeted Efficiency (£m)	Projected Efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Grouped Operational (APPENDIX 6a)					
<i>Community Services</i>					
Reduce NVQ Assessor Post	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Regional Telecare Service	0.080	0.080	0.000	EFFICIENCY ALREADY ACHIEVED	Implementation delayed but will be achieved and budget has been reduced to reflect this.
TOTAL	0.095	0.095	0.000		
Strategic (APPENDIX 6b)					
<i>Community Services</i>					
Arosfa development changes	0.130	0.130	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
TOTAL	0.130	0.130	0.000		
Tactical (APPENDIX 6c)					
<i>Community Services</i>					
LD and Mental Health Ringfenced budget	0.050	0.050	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
1% Recurring Efficiencies from 10/11 in-year process	0.075	0.075	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Performance Management Development Fund	0.038	0.038	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Homelessness	0.036	0.036	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
IRO reduction	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Merger of GHGC and PPQA Team	0.048	0.048	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
MH & SM Asset Management	0.025	0.025	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency

Efficiency Description	Budgeted Efficiency (£m)	Projected Efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Minor Adaptations Refocus	0.064	0.064	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Reduction of Admin Flint	0.022	0.022	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Reduction of PARIS team	0.034	0.034	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Refocus Warden Service	0.100	0.100	0.000	EFFICIENCY ALREADY ACHIEVED	Service Review underway and efficiency will be achieved. Budget reduced to reflect this.
Rent Abatement	0.027	0.027	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Review of LD Work and Day Services	0.025	0.025	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Social Work Capacity	0.140	0.140	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency. Achieved within Adult Services. Plans in place to achieve within Children's Services
Allocation of Housing Strategy Team salaries to HRA	0.040	0.040	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
TOTAL	0.739	0.739	0.000		

Final Outturn

Efficiency Description	Budgeted efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position (Drop-down box)	Further information to support current position status or other relevant information
Grouped Operational (APPENDIX 6a)					
<i>Environment</i>					
Income generation through discretionary charging e.g. Pre-application advice	0.020	0.010	(0.010)	EFFICIENCY ACHIEVABLE IN PART	Introduction of fees discussed with Planning User Group in April and implementation will follow Planning Protocol Working Group's authorisation in September 2011.
TOTAL	0.020	0.010	(0.010)		
Strategic (APPENDIX 6b)					
<i>Environment</i>					
Rationalisation of Leasehold Accommodation	0.018	0.018	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
TOTAL	0.018	0.018	0.000		
Tactical (APPENDIX 6c)					
<i>Environment</i>					
Energy Awareness initiative	0.002	0.002	0.000	EFFICIENCY ALREADY ACHIEVED	Energy Services in a minor overspend (£1k) position at Period 10
1% Recurring Efficiencies from 10/11 in-year process	0.081	0.081	(0.000)	EFFICIENCY ALREADY ACHIEVED	Budget Managers are now working to revised budgets on the basis of recurring efficiencies
Rationalisation of Traffic Orders and Traffic Counter Site budgets	0.007	0.007	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Re-drafting of the SLA with the Energy Efficiency Advice Centre	0.002	0.002	0.000	EFFICIENCY ALREADY ACHIEVED	Energy Services in a minor overspend (£1k) position at Period 10
Reorganise Sexton arrangements at cemeteries	0.012	0.012	0.000	EFFICIENCY ALREADY ACHIEVED	Reduction in Sexton costs at Hope Cemetery being reflected in Budget Monitoring

Efficiency Description	Budgeted efficiency (£m)	Projected efficiency (£m)	Variance = Negative = underachievement Positive = overachievement (£m)	Current Position (Drop-down box)	Further information to support current position status or other relevant information
Landfill Tax Adjustment	0.402	0.907	0.505	EFFICIENCY ALREADY ACHIEVED	The efficiency for £402k was offset from a Landfill Tax pressure for £504k. There will be savings from reduced landfill tax and tipping fees due to reduced tonnages from the diversion to food waste and kerbside recycling through the onset of the Managed Weekly Collection Service with full roll-out in operation since November 2011.
Collaborative working with DCC & CCBC to undertake bus stop maintenance	0.005	0.005	0.000	EFFICIENCY ALREADY ACHIEVED	Budget has been reduced to reflect the efficiency
Denbighshire and Conwy to use FCC to issue free travel passes - additional income	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	Further work will be undertaken to establish if the £15k can be fully achieved
Efficiencies resulting from Planning Services Review	0.065	0.065	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Planning Service Review
Provision of Managed Weekly Collection and service reorganisation	0.657	0.105	(0.552)	EFFICIENCY ACHIEVABLE IN PART	The efficiency for £657k was offset from a pressure for £457k and it is projected that due to delays in rolling out the full MWC service from the original date of July to November and subsequent additional costs in doing so, the full saving will not be realised. This is reflected in P12 Budget Monitoring.
Rationalisation of Supplies & Services Budgets following disaggregation of former Community and Housing Support Service	0.016	0.016	0.000	EFFICIENCY ALREADY ACHIEVED	Reduction in supplies and services budget under Directorate Support
Rationalise operations and working procedures to reduce supplies and services costs	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Directorate Support Service Review
Reduce frequency of window cleaning to offices	0.005	0.005	0.000	EFFICIENCY ALREADY ACHIEVED	Budget Pressure has also assisted in the cost of window cleaning coming in on target
Review of Consultancy Support in line with providing more in-house services	0.010	0.010	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Planning Service Review
Staff Savings in collaboration with DCC on Service Manager	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	Head of Transportation - collaborative working project with Wrexham being established
Streetscene Review	0.250	0.436	0.186	EFFICIENCY ACHIEVABLE IN PART	Based on new service structure being implemented from 1st March 2012

Efficiency Description	Budgeted efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position (Drop-down box)	Further information to support current position status or other relevant information
Vacancy Management and joint working with Denbighshire CC on European Projects	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Regeneration Service Review
Public Protection Service Review	0.082	0.082	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Public Protection Service Review
Flintshire Business Services Service Review	0.037	0.037	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Regeneration Service Review
Changes in operations to allow sharing of administrative support in County Hall, Mold and Flint Offices with lower level of employee resource	0.050	0.050	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Directorate Support Service Review
Fundamental review of Directorate Support & Performance Structure	0.076	0.076	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Directorate Support Service Review
Reduce Homes of Multiple Occupation (HMO) budget	0.019	0.019	0.000	EFFICIENCY ALREADY ACHIEVED	Part of Public Protection Service Review
Grounds Maintenance - HRA Amenity Areas	0.181	0.181	0.000	EFFICIENCY ALREADY ACHIEVED	Environmental Maintenance has received income totalling £181k from the HRA for 2011/12.
TOTAL	2.019	2.158	0.139		

Final Outturn

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Grouped Operational (APPENDIX 6a)					
<i>Lifelong Learning</i>					
Rationalisation of number of kitchens in light of possible large requirement for capital investment in order to rectify LPG Health and Safety issues.	0.175	0.000	(0.175)	EFFICIENCY NOT ACHIEVABLE	Project plans are being developed to capture and initiate the recommendations of the APSE review.
Review of cleaning services at Council Premises	0.100	0.000	(0.100)	EFFICIENCY NOT ACHIEVABLE	Implementation of agreed daytime cleaning at County Hall could result in a partial achievement of efficiency in 2012/13. A budget pressure bid of £70k has been submitted for 2012/13.
TOTAL	0.275	0.000	(0.275)		
Strategic (APPENDIX 6b)					
<i>Lifelong Learning</i>					
Reduction to delegated budgets - secondary schools	0.392	0.392	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction to delegated budgets - nursery schools	0.001	0.001	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction to delegated budgets - special schools	0.037	0.037	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction to delegated budgets - primary schools	0.449	0.449	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Cease transport subsidy to Deeside Consortium	0.011	0.003	(0.008)	EFFICIENCY ACHIEVABLE IN PART	Discussions are ongoing regarding Deeside Consortium's transport subsidy.
Rationalisation of 5 small Libraries	0.043	0.043	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Rationalisation of Youth/Community premises	0.066	0.000	(0.066)	EFFICIENCY NOT ACHIEVABLE	Action not met in year, a pressure bid has been accepted to reinstate this for 2012/13.
Rationalisation of Inclusion Welfare Provision	0.050	0.050	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Reduction in development funding in more able and talented - Primary / Secondary Phase	0.036	0.036	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction of Galaxy budget	0.007	0.007	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction of ICT replenishment budget	0.007	0.007	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Target to reduce subscriptions to external organisations	0.015	0.015	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
TOTAL	1.114	1.040	(0.074)		
Tactical (APPENDIX 6c)					
Lifelong Learning					
Demographic change in Schools	0.137	0.137	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
1% Recurring Efficiencies from 10/11 in-year process	0.254	0.254	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Rationalisation of Cafés in Flint and Holywell	0.017	0.017	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Closure of Creche at Flint Lesliure Centre	0.006	0.006	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Decrease contingency budget for unknown items such as Bad Debt provision	0.005	0.005	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Deletion of Community Events Officer Post	0.021	0.021	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Deletion of Senior Information Librarian Post	0.028	0.028	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Directorate embargo on First Class Post	0.003	0.003	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Increase contribution from Denbighshire County Council for Libraries Newtown	0.004	0.004	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Non-replacement of staff - Early Years	0.005	0.005	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Not replacing vacant position of part-time warden at Bailey Hill Lodge	0.002	0.002	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Rationalisation of ICT Teacher Adviser section	0.053	0.053	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Rationalisation of Mobile Library Service	0.040	0.040	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Rationalisation of museum stores provision	0.009	0.009	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Rationalisation of Rugby Coaching	0.008	0.008	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduce BSF Match Funding in line with 33% reduction in grant	0.250	0.250	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduce collection of off-site records	0.004	0.004	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduce expenditure on library books	0.024	0.024	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reducing Middle Management Layers within Leisure Centres	0.021	0.021	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction in discretionary spend on projects - Cymorth	0.029	0.029	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction in Museum's artefact purchasing budget	0.005	0.005	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction in use of part time staffing within Youth Service	0.005	0.005	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.

Efficiency Description	Budgeted Efficiency (£m)	Projected efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Reduction of Management Fee to Greenfield Valley Trust	0.012	0.012	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction of Youth Service minibus service (by 1 bus)	0.006	0.006	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Reduction of opening hours of Hawarden Records Office	0.023	0.023	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Organisational Redesign of Leisure and Cultural Services	0.133	0.012	(0.121)	EFFICIENCY ACHIEVABLE IN PART	Delay in staffing restructure. Leisure Services JEQ's have been submitted for scoring. Expected implementation is November 2012
Removal of Director's and Asst Director's discretionary spend	0.008	0.008	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Removal of Swimming Development Post	0.022	0.022	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Remove AVA service to schools	0.060	0.029	(0.031)	EFFICIENCY ACHIEVABLE IN PART	
Review of operating structure at Connah's Quay, Hope and Sathney Leisure Centres	0.088	0.085	(0.003)	EFFICIENCY ACHIEVABLE IN PART	The efficiency has been achieved in the reduction of staff, however due to the lone worker arrangements casual income has decreased by £3k as cash payments are no longer taken at these sites.
Target to increase take-up of school meals	0.049	0.000	(0.049)	EFFICIENCY NOT ACHIEVABLE	This was trialled in September in a selection of schools and the figures showed a 12% drop in take-up. New trials have begun in the new financial year for a 5 meals for the price of 4 promotion.
Rationalisation of LEA run Music Service	0.177	0.083	(0.094)	EFFICIENCY ACHIEVABLE IN PART	Due to software costs and additional staffing required to facilitate the transition of the service.
TOTAL	1.508	1.210	(0.298)		

Final Outturn

Efficiency Description	Budgeted Efficiency (£m)	Actual efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
Grouped Operational (APPENDIX 6a)					
<i>Corporate Finance - Corporate Services</i>					
Cost of Employment	1.000	0.764	(0.236)	EFFICIENCY ACHIEVABLE IN PART	Directorate teams have achieved the Management Control Items which make up the majority of the efficiency. Terms & Conditions will now be reviewed as part of Single Status negotiations and budgets will be adjusted as single status is implemented.
TOTAL	1.000	0.764	(0.236)		
Tactical (APPENDIX 6c)					
<i>Chief Executive - Corporate Services</i>					
Voluntary Sector Efficiencies	0.008	0.008	0.000	EFFICIENCY ALREADY ACHIEVED	
Reduction in hours of Clerical Assistant	0.004	0.004	0.000	EFFICIENCY ALREADY ACHIEVED	
Nuclear Free Local Authorities Membership	0.002	0.002	0.000	EFFICIENCY ALREADY ACHIEVED	
WPGA Subscription	0.015	0.000	(0.015)	EFFICIENCY ACHIEVABLE IN PART	This efficiency has been achieved in part but the existing pressure on the Corporate Subscriptions budget has absorbed the saving.
Policy Performance & Partnerships Review	0.024	0.024	0.000	EFFICIENCY ALREADY ACHIEVED	
Consultation and Publications	0.005	0.005	0.000	EFFICIENCY ALREADY ACHIEVED	
<i>HR & OD - Corporate Services</i>					
Corporate Training move to Northop	0.008	0.000	(0.008)	EFFICIENCY NOT ACHIEVABLE	Accommodation was required at Greenfield Business Centre for First Aid Training provision until September. Efficiency will be achieved in full from 2012/13.
<i>Finance - Corporate Services</i>					
Financial Status Enquiries	0.002	0.002	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.

Efficiency Description	Budgeted Efficiency (£m)	Actual efficiency (£m)	Variance Negative = underachievement Positive = overachievement (£m)	Current Position	Further information to support current position status or other relevant information
ICT & Customer Services - Corporate Services					
Efficiency Savings - reduced supplies & services spend	0.106	0.106	0.000	EFFICIENCY ALREADY ACHIEVED	
Corporate Administration Review	0.138	0.138	0.000	EFFICIENCY ALREADY ACHIEVED	
Undertake a Telecommunication tariff review.	0.040	0.019	(0.021)	EFFICIENCY ACHIEVABLE IN PART	The full efficiency on the telephone maintenance has been achieved but a small number of the budgets belonged to schools, grant funded budget etc. and could not be collected. Some of the efficiencies collected in 2011/12 were only part year effect and so the efficiency should increase slightly in 2012/13.
Legal & Democratic - Corporate Services					
Legal Staffing Review	0.074	0.074	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Member Training	0.007	0.007	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
Corporate Finance - Corporate Services					
Pay Award (09/10)	0.968	0.968	0.000	EFFICIENCY ALREADY ACHIEVED	All necessary action has been taken.
1% Recurring Efficiencies from 10/11 in-year process	0.243	0.218	(0.025)	EFFICIENCY ACHIEVABLE IN PART	£0.025m further ISA Registration saving not achievable.
ISA Registration	0.030	0.030	0.000	EFFICIENCY ALREADY ACHIEVED	
Single Persons Discount Review	0.328	0.128	(0.200)	EFFICIENCY ACHIEVABLE IN PART	This review has now been completed.
TOTAL	2.002	1.733	(0.269)		

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 10 JULY 2012**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2012/13**

1.00 **PURPOSE OF REPORT**

1.01 To provide Members with an update on revenue budget monitoring for the Council Fund and Housing Revenue Account (HRA).

2.00 **BACKGROUND**

2.01 The HRA for 2012/13 was agreed by Council on 21st February 2012 and the Council Fund was agreed on 1st March 2012.

3.00 **CONSIDERATIONS**

3.01 As in previous years, during the early part of the financial year 2012/13, resources have been dedicated to the closure of the accounts for 2011/12 as a first priority. The draft Statement of Accounts is to be presented to the Audit Committee on 17th July and the 2011/12 revenue outturn report is included on the agenda for this meeting.

3.02 Whilst detailed budget monitoring has been deferred for final accounts work, the Corporate Finance Team continue to liaise with all directorates to ensure that any significant issues are identified at an early stage and corrective actions put in place.

3.03 The areas that have been subject to the most review are those in relation to the impacts of the economy, demographic and organisational change and a number of potential variances have been identified. However Directors are, as required by the Council's financial procedure rules, working on the basis of managing any shortfall identified within their overall cash limited budgets.

3.04 Now that the draft Statement of Accounts and final outturn for 2011/12 have been completed, full detailed monitoring is being carried out on both the Council Fund and HRA budgets.

- 3.05 At this early stage in the financial year, projecting the outturn position on a number of budgets is challenging, particularly where they are demand led. Detailed below are some of the potential risks/financial pressures that have been identified to date that may affect the financial position.
1. *Out of County Placements* – Although 2011/12 saw a reduction in the costs of this service, it still remains demand led and subject to volatility due to the numbers and high costs of individual placements.
 2. *Leisure* – There are pressures within Leisure relating to the continued new redevelopments and the delay in the implementation of the new staffing structure (which is now estimated to be implemented in November 2012).
 3. *Facilities* – The directorate is currently working to mitigate the following risks:
 - *Catering Service* – currently projected to overspend, however project plans have been developed to capture and initiate the recommendations of the APSE review. The project scope includes work on cost reduction / procurement, improved and themed menus, take-up strategies and on-line payments.
 - *Cleaning Service* – loss of income from contracts such as Mold Law courts will require restructuring of the service and budgets
 4. *Free School Meals and School Remissions* – The pressures identified during 2011/12 within these two budgets is likely to continue due to the economic climate.
 5. *Occupational Therapy Service* – Pressure identified due to increasing demand for this service. It is hoped that the implementation of new processes will reduce this pressure.
 6. *Family Placement* – Continuation of pressure as a result of an increase in the number of foster care places within the service and the increasing number of court orders for Residence and Specific Guardianship which invariably attract an ongoing allowance for the carers.
 7. *Housing Services* – Projected high demand due to the current economic climate and recent Welfare Reforms.
 8. *Streetscene* – Projected overspend due to the delay in full implementation of the 6 day working week.
- 3.06 The first priority for Service managers is to work to manage these pressures within their budgets both through positive management action to address the pressure, and the identification of further in year efficiencies to mitigate their effects, before considering any corporate support for temporary budget flexibility. In particular levels of vacancy

savings are likely to remain high due to the delay in implementation of service reviews (eg Public Protection).

- 3.07 A detailed report on the projected outturn for the Council Fund and HRA, as at the end of first quarter (Month 3 June), will be presented to Cabinet in September.

CONTINGENCY RESERVE

- 3.08 The final level of contingency reserve brought forward into 2012/13 was £0.992m as detailed in the final outturn report (also on this agenda).

- 3.09 The final outturn report notes that this figure is after taking into account the following commitments in 2012/13:
- The use of £0.973m to meet one-off / timelimited costs in 2012/13 (as agreed during the 12/13 budget process)
 - The ringfencing of £1.500m to support Organisational Change costs in 12/13 (as recommended and agreed in the Month 11 monitoring report).

4.00 RECOMMENDATIONS

- 4.01 Cabinet is recommended to note the report.

5.00 FINANCIAL IMPLICATIONS

As set out in the report

6.00 ANTI POVERTY IMPACT

None directly as a result of this report.

7.00 ENVIRONMENTAL IMPACT

None directly as a result of this report.

8.00 EQUALITIES IMPACT

None directly as a result of this report.

9.00 PERSONNEL IMPLICATIONS

None directly as a result of this report.

10.00 CONSULTATION REQUIRED

None directly as a result of this report.

11.00 CONSULTATION UNDERTAKEN

None directly as a result of this report.

12.00 APPENDICES

None.

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CABINET**

DATE: **TUESDAY, 10 JULY 2012**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **CAPITAL PROGRAMME 2011/12 (OUTTURN)**

1.00 **PURPOSE OF REPORT**

1.01 To provide Members with the capital programme outturn information for 2011/12.

2.00 **BACKGROUND**

2.01 The Council approved a Housing Revenue Account capital programme for 2011/12 of £10.059m at its meeting of 15th February 2011, and a Council Fund capital programme of £17.232m at its meeting of 1st March 2011.

3.00 **CONSIDERATIONS**

3.01 **Programme - Movements**

3.01.1 The table below sets out how the programme has changed during 2011/12.

Appendix C

	Council Fund £m	Housing Revenue Account £m	Total £m
Council 15.02.11. (HRA) and 01.03.11. (Council Fund)			
Original Capital Programme	17.232	10.059	27.291
Executive 18.10.11.			
Revised Capital Programme	29.038	12.597	41.635
Executive 13.12.11.			
Revised Capital Programme	29.240	11.450	40.690
Executive 27.03.12.			
Revised Capital Programme	26.303	11.745	38.048
Outturn Report			
As Previously Reported	26.303	11.745	38.048
Movement During the Final Quarter	3.339	0.143	3.482
	29.642	11.888	41.530
Other Changes During the Final Quarter			
Not Yet Committed (Previous Quarter) - Adjustment	0.133	0	0.133
Rollover (Slippage) to 2012/13 (Previous) - Adjustment	0.090	0	0.090
	29.865	11.888	41.753
Rollover (Slippage) to 2012/13 (Current)	(2.272)	(1.490)	(3.762)
Revised Programme and Outturn	27.593	10.398	37.991

3.01.2 From the table it can be seen that the previously reported programme total of £38.048m has decreased to £37.991m by way of the inclusion of net increased Council Fund schemes of £3.339m, increased HRA programme schemes of £0.143m, a 'not yet committed' adjustment of £0.133m, and a reduction of £0.090m to the month 9 rollover figure; these adjustments were offset by a year-end rollover total of £3.762m, £2.272m of which relates to the Council Fund, and £1.490m to the HRA.

3.01.3 Detailed cumulative information relating to each programme area is provided in Appendix A, and summarised below –

REVISED PROGRAMME	Original Budget 2011/12 £m	Rollover from 2010/11 £m	Changes £m	Not Yet Committed £m	Rollover to 2012/13 £m	Savings £m	Outturn £m
Corporate Services	0.605	0.749	0.276	0	(0.697)	0	0.933
Clwyd Theatr Cymru	0.025	0.027	0.075	0	(0.050)	0	0.077
Community Services	3.965	2.313	(0.392)	0	(0.321)	0	5.565
Environment	5.846	2.765	3.435	(0.164)	(1.404)	(0.065)	10.413
Lifelong Learning	6.791	4.379	3.439	0	(3.800)	(0.204)	10.605
Council Fund Total	17.232	10.233	6.833	(0.164)	(6.272)	(0.269)	27.593
Housing Revenue Account	10.059	2.796	(0.967)	0	(1.490)	0	10.398
Programme Total	27.291	13.029	5.866	(0.164)	(7.762)	(0.269)	37.991

3.02 Changes During This Period

3.02.1 A summary of those changes recorded during the reporting period (together with supporting narrative), is provided in Appendix B.

3.03 Not Yet Committed (Generally Financed) Budgets

3.03.1 A Council Fund total of £0.164m (funded by way of general financing resources) was freed up during the course of the year, to be used for ongoing capital programme purposes; this represents a reduction of £0.133m to the figure reported at month 9, subsequent to the approval given to carry forward (into the 2012/13 capital programme) the funding for DDA compliance works at Buckley Westwood C.P. School).

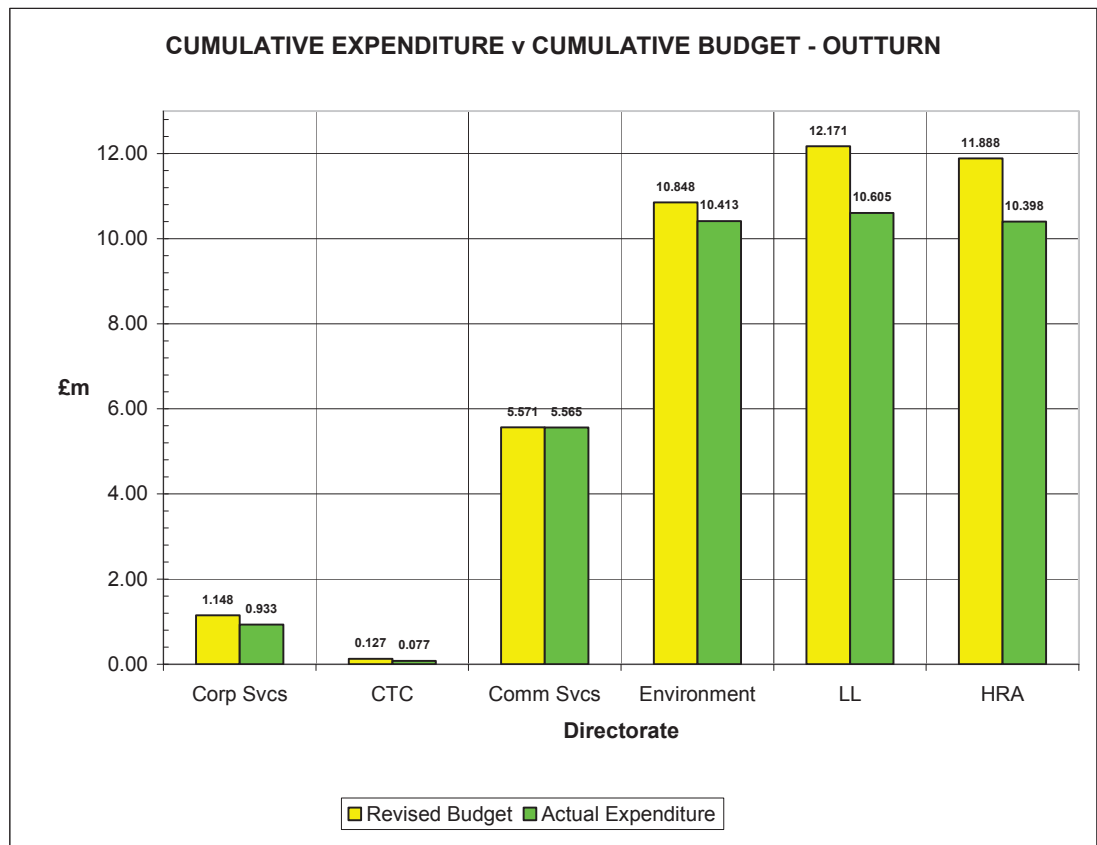
3.04 Capital Expenditure / Outturn v Revised Budget

3.04.1 Outturn across the whole programme amounted to £37.991m, representing 90.99% of the revised budget total of £41.753m (56.65% as at the previous quarter, and 69.59% at outturn 2010/11).

3.04.2 The Council Fund outturn v revised budget figure was 92.39% and the HRA equivalent 87.47% (as detailed in the table below). The outturn position (by directorate) is displayed in the chart over page.

EXPENDITURE/OUTTURN	Revised Budget	Outturn	Variance Outturn v Budget (Under)/Over	% Outturn v Budget
	£m	£m	£m	%
Corporate Services	1.148	0.933	(0.215)	81.27
Clwyd Theatr Cymru	0.127	0.077	(0.050)	60.63
Community Services	5.571	5.565	(0.006)	99.89
Environment	10.848	10.413	(0.435)	95.99
Lifelong Learning	12.171	10.605	(1.566)	87.13
Council Fund Total	29.865	27.593	(2.272) →	92.39
Housing Revenue Account	11.888	10.398	(1.490) →	87.47
Programme Total	41.753	37.991	(3.762) →	90.99

3.04.3 The significant variances (those greater than £0.025m) are individually listed in Appendix C, together with the reasons for such, and the required remedial action; all other variances (those less than £0.025m), are aggregated within Appendix C, for each directorate.



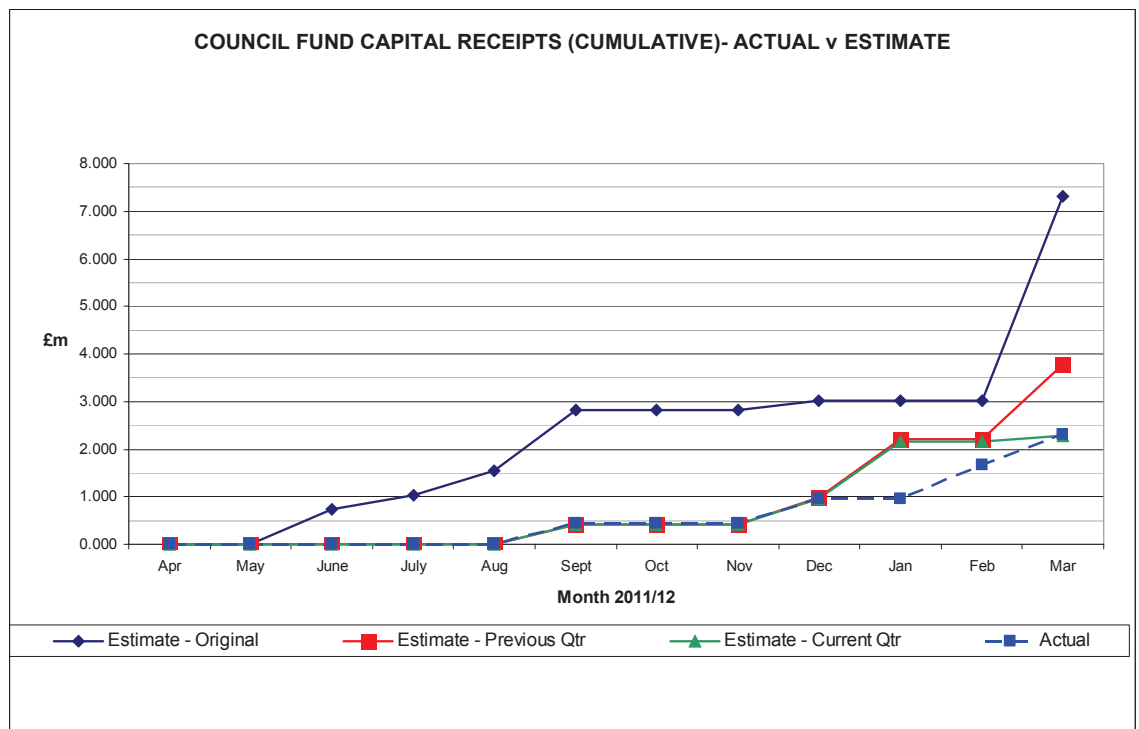
3.05 Financing

3.05.1 The capital programme outturn total was financed as summarised below –

FINANCING RESOURCES			
	General Financing	Specific Financing	
	Supported Borrowing / General Capital Grant / Capital Receipts	Grants & Contributions / CERA /Reserves/ Prudential Borrowing	Total Financing
	£m	£m	£m
Final Monitoring			
Council Fund	20.350	7.243	27.593
Housing Revenue Account	1.716	8.682	10.398
Outturn - Total Financing Resources	22.066	15.925	37.991

3.05.2 That element of the Council Fund total financed from general (non-specific) financing resources, relies in part on the generation of capital receipts from asset disposals. The chart over page provides details of the moving (cumulative) capital receipts position – 4 line graphs, 3 of which record the moving estimate and 1 recording actual receipts.

3.05.3 The cumulative position at month 9 was reported to Executive on 27th March 2012. At that time, the final 2011/12 capital receipts figure was forecast at £3.769m. The outturn position is a reduced total of £2.301m, influenced by a range of factors such as the re-profiling/rescheduling of the timing of anticipated receipts, revised values, and some movement of potential disposals to/from the list.



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

3.06 Rollover (Slippage)

3.06.1 The value of 2011/12 rollover (Council Fund and HRA) at £7.762m, represents a significant reduction of £5.267m on the equivalent 2010/11 figure of £13.029m.

Within the total of £7.762m, is the £4.090m (now reduced to £3.999m) that was reported to Executive at the month 9 stage (Executive 27th March 2012); the £4.090m represented the value of reviewed spending plans in respect of programme works/contract retention releases in 2012/13.

Comparative year-on-year information is provided in the table below, with details of individual service rollover figures for 2011/12 provided as part of the Appendix A information.

ROLLOVER		Analysis		
From	Into	Total	Council Fund	HRA
		£m	£m	£m
2009/10	2010/11	9.698	7.326	2.372
2010/11	2011/12	13.029	10.233	2.796
2011/12	2012/13	7.762	6.272	1.490

4.00 RECOMMENDATIONS

4.01 The Cabinet is requested to note and approve the report.

5.00 FINANCIAL IMPLICATIONS

5.01 As set out in sections 2 and 3 of the report.

6.00 ANTI POVERTY IMPACT

6.01 None.

7.00 ENVIRONMENTAL IMPACT

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

8.00 EQUALITIES IMPACT

8.01 None.

9.00 PERSONNEL IMPLICATIONS

9.01 None.

10.00 CONSULTATION REQUIRED

10.01 None.

11.00 CONSULTATION UNDERTAKEN

11.01 None.

12.00 APPENDICES

12.01 Appendix A : Capital Programme – Changes During 2011/12
 Appendix B : Changes During This Period
 Appendix C : Variances

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985
BACKGROUND DOCUMENTS

Capital Programme Monitoring Papers 2011/12

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CAPITAL PROGRAMME - CHANGES DURING 2011/12

Original Budget 2011/12	Rollover from 2010/11	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2011/12	Rollover to 2012/13 (Previous)	Rollover to 2012/13 (Current)	Savings	Outturn 2011/12
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Council Fund :									
Corporate Services									
0.315	0.607	0	0.289	1.211	0	(0.212)	(0.070)	0	0.929
0	0	0.275	0	0.275	0	(0.270)	(0.001)	0	0.004
0.290	0.142	(0.263)	(0.025)	0.144	0	0	(0.144)	0	(0.000)
0.605	0.749	0.012	0.264	1.630	0.000	(0.482)	(0.215)	0.000	0.933
Theatre									
0.025	0.027	0.055	0.020	0.127	0	0	(0.050)	0	0.077
0.025	0.027	0.055	0.020	0.127	0.000	0.000	(0.050)	0.000	0.077
Community Services									
3.965	2.072	(0.518)	0	5.519	0	(0.315)	(0.005)	0	5.199
0	0.204	(0.170)	0	0.034	0	0	0.001	0	0.035
0	0.001	0	0	0.001	0	0	0.001	0	0.002
0	0	0	0.276	0.276	0	0	0	0	0.276
0	0.010	0	0	0.010	0	0	(0.003)	0	0.007
0	0.026	0.020	0	0.046	0	0	0	0	0.046
3.965	2.313	(0.668)	0.276	5.886	0.000	(0.315)	(0.006)	0.000	5.565

Changes :	Previous = Cumulative as at previous quarter
Key to Headings {	Current = As at this quarter (See Appendix B)
(Cumulative (See Section 3.03)
(Cumulative (See 3.06)
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(

APPENDIX A (Cont'd .)

CAPITAL PROGRAMME - CHANGES DURING 2011/12

	Original Budget 2011/12	Rollover from 2010/11	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed to 2011/12	Rollover to 2012/13 (Previous)	Rollover to 2012/13 (Current)	Savings	Outturn 2011/12
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Environment										
Administrative Buildings	0.752	0.649	0.214	0.083	1.698	0	(0.082)	(0.118)	(0.002)	1.496
Cemeteries	0	0.020	0	0	0.020	0	0	0	0	0.020
Industrial Units	0	0.023	0.300	0	0.323	0	0	(0.027)	(0.035)	0.261
Public Conveniences	0	0.017	(0.015)	0	0.002	0	0	0	0	0.002
Sustainable Waste Management	0	0.009	1.065	0.121	1.195	0	0	(0.009)	(0.028)	1.158
Engineering	0.448	0.437	0	0.033	0.918	(0.164)	(0.374)	(0.030)	0	0.350
General Environmental Enhancement	0.020	0.023	0.180	0.073	0.296	0	0	(0.008)	0	0.288
Highways	1.976	0.810	0.239	0.396	3.421	0	(0.072)	(0.156)	0	3.193
Planning Grant Schemes	0	0	0	0.006	0.006	0	0	0.000	0	0.006
Ranger Services	0	0.006	0	0.004	0.010	0	0	(0.010)	0	0
Regeneration	0.550	0.756	(0.394)	0.021	0.933	0	(0.440)	(0.078)	0	0.415
Transportation	2.100	0.015	0.024	1.085	3.224	0	0	0	0	3.224
	5.846	2.765	1.613	1.822	12.046	(0.164)	(0.968)	(0.436)	(0.065)	10.413

APPENDIX A (Cont'd .)

CAPITAL PROGRAMME - CHANGES DURING 2011/12

	Original Budget 2011/12	Rollover from 2010/11	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2011/12	Rollover to 2012/13 (Previous)	Rollover to 2012/13 (Current)	Savings	Outturn 2011/12
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Lifelong Learning										
Leisure Centres	0	0.001	0.234	0.002	0.237	0	0	0	0	0.237
Swimming Pools	0	0.013	0.002	0	0.015	0	0	0	0	0.015
Learning Pathways 14-19 Network	0	0.003	0.026	0.003	0.032	0	0	0	0	0.032
Rural Countryside and Heritage	0	0	0.022	0	0.022	0	0	(0.010)	0	0.012
Open Space and Recreation Grounds	0	0	0	0.005	0.005	0	0	0	0	0.005
Play Areas	0	0	0.368	0.073	0.441	0	0	(0.004)	0	0.437
Libraries	0	0.002	0	0.010	0.012	0	0	0	0	0.012
Education - General	4.240	0.204	(4.088)	0.189	0.545	0	(0.002)	0	(0.204)	0.339
Primary Schools	0.090	0.884	1.101	0.291	2.366	0	(0.067)	(0.517)	0	1.782
Schools Modernisation	2.385	1.557	2.440	0.140	6.522	0	(0.806)	(0.416)	0	5.300
Community Youth Clubs	0	0.007	0	0.002	0.009	0	0	0.002	0	0.011
Secondary Schools	0	0.739	1.454	0.082	2.275	0	(0.731)	(0.184)	0	1.360
Special Education	0	0.876	0.723	0.108	1.707	0	(0.601)	(0.428)	0	0.678
School Improvement	0	(0.001)	0.001	0.023	0.023	0	0	0	0	0.023
Early Years	0	0	0.183	(0.009)	0.174	0	0	0	0	0.174
Minor Works, Furniture & Equipment	0.076	0.004	0	0.038	0.118	0	0	0	0	0.118
Schools - Additional Funding	0	0.090	0.016	0.000	0.106	0	(0.027)	(0.009)	0	0.070
	6.791	4.379	2.482	0.957	14.609	0.000	(2.234)	(1.566)	(0.204)	10.605

CAPITAL PROGRAMME - CHANGES DURING 2011/12

Original Budget 2011/12	Rollover from 2010/11	Changes (Previous)	Changes (Current)	Revised Budget	Not Yet Committed 2011/12	Rollover to 2012/13 (Previous)	Rollover to 2012/13 (Current)	Savings	Outturn 2011/12
£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
10.059	2.796	(1.110)	0.143	11.888	0	0	(1.490)	0	10.398
10.059	2.796	(1.110)	0.143	11.888	0.000	0.000	(1.490)	0.000	10.398

Housing Revenue Account :

Housing Revenue Account Programme

Totals :

Council Fund

Housing Revenue Account

Grand Total

17.232	10.233	3.494	3.339	34.298	(0.164)	(3.999)	(2.273)	(0.269)	27.593
10.059	2.796	(1.110)	0.143	11.888	0	0	(1.490)	0	10.398
27.291	13.029	2.384	3.482	46.186	(0.164)	(3.999)	(3.763)	(0.269)	37.991

CHANGES DURING THIS PERIOD					
	Detail (With General Funding Unless Specified)	Increase *	Decrease	Net	Total
		£m	£m	£m	£m
Council Fund :					
Corporate Services					
Corporate Finance	Movement of budget to Lifelong Learning (Recreation Grounds £0.005m), and return of over-provided budget from Environment (Administrative Buildings £0.018m and Ranger Services £0.006m) - Health & Safety related works				
	Movement of budget to Clwyd Theatr Cymru £0.020m, Environment £0.012m and Lifelong Learning £0.012m for Feasibility studies	0.019	(0.044)	(0.025)	
Information Technology	Servers £0.204m, and ICT Security £0.085m - Capital Expenditure financed from Revenue Account (CERA)	0.289		0.289	
		0.308	(0.044)	0.264	0.264
Clwyd Theatr Cymru					
Programme	Theatre Feasibility Study, funded from corporate provision	0.020		0.020	
		0.020	0.000	0.020	0.020
Community Services					
Children's Services	Works at Arosfa, Mold £0.273m and other minor capital works £0.003m - CERA	0.276		0.276	
		0.276	0.000	0.276	0.276
Environment					
Administrative Buildings	Energy Efficiency Measures - Funding/Salix contributions £0.089m, Asset Disposal costs £0.012m and reduced funding requirement for Health and Safety Works (£0.018)	0.101	(0.018)	0.083	
Sustainable Waste Management	Wheeled Bins - prudential borrowing in place of leasing for which revenue cover exists £0.085m, Sandycroft Recycling Park - Welsh Government funding £0.036m	0.121		0.121	
Engineering	Welsh Government Land Drainage funding for works at Leeswood £0.002m and flood allevation scheme, Mold £0.031m	0.033		0.033	
General Environmental Enhancement	Welsh Government Substance Misuse Action Fund funding £0.047m and Countryside Council for Wales funding £0.026	0.073		0.073	
Highways	Warren Bank, Broughton - Welsh Government grant £0.394m, and Highways feasibility study funded from corporate provision £0.002	0.396		0.396	
Planning Grant Schemes	Tree planting works funded by way of Section 106 monies - Castle Cement	0.006		0.006	
Ranger Services	Visitor Centre, Wepre Park, Feasibility Study, funded from corporate provision £0.010m, and reduced funding requirement for Health & Safety Works	0.010	(0.006)	0.004	
Regeneration	Holywell Townscape Heritage Initiative - Heritage Lottery Fund/CADW funding	0.021		0.021	
Transportation	Additional Welsh Government Taith Smartcard funding £0.110m and Taith Consortium Bus Strategy funding £1.217m, offset by reduced Taith allocations £0.242	1.327	(0.242)	1.085	
		2.088	(0.266)	1.822	1.822

CHANGES DURING THIS PERIOD (continued)

		Detail (With General Funding Unless Specified)	Increase *	Decrease	Net	Total
			£m	£m	£m	£m
Council Fund :						
Lifelong Learning						
Leisure Centres		Deeside Leisure Centre - Sports Council Funding	0.002		0.002	
Learning Pathways 14-19 Network		Adjusted Welsh Government funding	0.003		0.003	
Recreation Grounds		Pandy Pool, Health and Safety related works	0.005		0.005	
Play Areas		Section 106 monies/Grants & Contributions £0.050m and CERA £0.032m	0.073		0.073	
Libraries		Buckley Museum refurbishment works	0.010		0.010	
Education - General		ICT Equipment - prudential borrowing in place of leasing for which revenue cover exists	0.189		0.189	
Primary Schools		Welsh Government Investment & Maintenance Grant £0.289m; Caerwys CP - Feasibility Study, funded from corporate provision £0.002m	0.291		0.291	
Schools Modernisation		net funding adjustment with the introduction of Welsh Government Additional School Improvement Grant £0.130m; Feasibility Study (Argoed School), funded from corporate provision £0.010m	0.140		0.140	
Community Youth Clubs		Works at Gronant and Holywell Youth Centre - CERA	0.002		0.002	
Secondary Schools		Welsh Government Investment & Maintenance Grant	0.082		0.082	
Special Education		Welsh Government Investment & Maintenance Grant	0.108		0.108	
School Improvement		Welsh Government funding adjustment	0.023		0.023	
Early Years		Foundation phase - Adjusted Welsh Government funding (£0.018k), offset in part by client contributions £0.009m		(0.009)	(0.009)	
Schools - Furniture & Equipment		Welsh Government Schools Target Hardening Grant	0.038		0.038	
			0.966	(0.009)	0.957	0.957
Total - Council Fund						3.339
Housing Revenue Account :						
Housing Revenue Account Programme						
		Reduced Fuel Substitution Grant funding £0.244m (net), offset by Community Energy Saving Programme (CESP) funding of £0.093m, and Fusion 21 funding £0.047m, together with additional CERA £0.247	0.387	(0.244)	0.143	
			0.387	(0.244)	0.143	0.143
Grand Total						3.482
* Increases reflect new funding						

CORPORATE SERVICES

Capital Budget Monitoring 2011/12 (Month 12)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Information Technology	0.999	0.999	0.929	(0.070)	0.00	As soon as the new procurement contract was finalised, an order for £0.034m was placed with the new supplier as planned but delivery did not take place until April. The remaining variance relates to the contract for the new Telephone System. This budget is committed as part of the contract but elements of the programme were not complete at 31 March.	
Corporate Finance	0.144	0.144	0.000	(0.144)	0.000		The corporately held Health & Safety and Feasibility Studies budgets will be vired to programme areas as required.
Other Variances (Aggregate)	0.005	0.005	0.004	(0.001)	0.000		
Total:	1.148	1.148	0.933	(0.215)	0.000		

Variance = Expenditure v Profiled Budget

CLWYD THEATR CYMRU

Capital Budget Monitoring 2011/12 (Month 12)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Minor Works	0.050	0.050	0.000	0.050	0.000	The variance of £50k is wholly attributable to the feasibility study for the Major Capital Project for the theatre. The contract has been let and the study is expected to be completed around the end of July 12. As yet, there has been no spend allocated to this project.	
Other Variances (Aggregate)	0.077	0.077	0.077	0.000	0.000		
Total:	0.127	0.127	0.077	0.050	0.000		

Variance = Expenditure v Profiled Budget

COMMUNITY SERVICES

Capital Budget Monitoring 2011/12 (Month 12)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (Under)/Over (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Private Sector Renewal and Improvement :							
Other Variances (Aggregate)	5.204	5.204	5.199	(0.005)	0.046		
Other Programme Areas :							
Other Variances (Aggregate)	0.367	0.367	0.366	(0.001)	(0.017)		
Total :	5.571	5.571	5.565	(0.006)	0.029		

Variance = Expenditure v Profiled Budget

ENVIRONMENT

Capital Budget Monitoring 2011/12 (Month 12)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Administrative Buildings & Energy (ZTB)	1.614	1.614	1.496	(0.118)	(0.235)	<ul style="list-style-type: none"> Fire Safety Order Works totalling £84k were not completed as planned. Work totalling £20k at Theatre Clwyd Car Park and £10k on Hawarden Rectory will now be completed in 2012/13 	<ul style="list-style-type: none"> Ensure all committed works are completed as soon as possible in the 2012/13 financial year. Listed building consent awaited before work to commence on Rectory
Engineering (ZTE)	0.381	0.381	0.351	(0.030)	0.029	<ul style="list-style-type: none"> The level of anticipated costs on Mold Flood Alleviation (FA) Scheme up to the 31st March were slightly under what was anticipated 	<ul style="list-style-type: none"> Approval given for WEFO funding element of the Mold FA scheme. WG funding will only be released upon completion of detailed design. Scheme due to be completed during 2013/14.
Highways (ZTH)	0.957	0.957	0.912	(0.045)	(0.028)	<ul style="list-style-type: none"> Works at Halkyn Road, Holywell will now be completed in 2012/13 fully utilising the remaining Section 106 monies 	
Neighbourhood Services (ZTH)	2.392	2.392	2.281	(0.111)	(0.098)	<ul style="list-style-type: none"> The anticipated commitment for the Local Asset Backed Vehicle (LABV) was not required in 2011/12 and this is likely to now be required in 2012/13 	

ENVIRONMENT

Capital Budget Monitoring 2011/12 (Month 12)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Regeneration (ZTS)	0.493	0.493	0.415	(0.078)	(0.018)	<ul style="list-style-type: none"> The anticipated project expenditure for the Flint Townscape Heritage Initiative scheme has been delayed due to some third parties involved required to meet the funding requirements of the Heritage Lottery Fund, together with obtaining the necessary permissions to complete the works. 	
Industrial Units (ZTU)	0.288	0.288	0.261	(0.027)	(0.002)	<ul style="list-style-type: none"> Work on the access road to Bromfield Industrial Estate, Mold will now take place in April 2012 	<ul style="list-style-type: none"> Ensure all committed works are completed as soon as possible in the 2012/13 financial year
Other Variances (Aggregate)	4.725	4.725	4.697	(0.028)	(0.278)	<ul style="list-style-type: none"> Cumulative variances over the remaining capital programme within the Environment Directorate 	
TOTAL	10.850	10.850	10.413	(0.437)	(0.630)		

Variance = Expenditure v Profiled Budget

LIFELONG LEARNING

Capital Budget Monitoring 2011/12 (Month 12)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Primary Schools	2.299	2.299	1.782	(0.517)	(0.151)	Various. Delayed invoices from Contractors / unreleased retention due to defects / Use of Additional Allocation from WG / etc.	
Schools Modernisation	5.716	5.716	5.300	(0.416)	0.006	£377k rollover on CQ Amalgamation (3 year scheme). £39k rollover Shotton Amalgamation (at Design Stage).	
Secondary Schools	1.544	1.544	1.360	(0.184)	(0.017)	Delayed schemes. Use of Additional Allocation from WG has resulted in £105k rolling forward on Saltney, St. Davids.	
Special Education	1.106	1.106	0.678	(0.428)	0.008	Various. Delayed invoices, unreleased retentions due to defects / Use of Additional Allocation from WG / etc. £133k released funding reallocated to LLL following decision of Executive 27th March 2012.	
Other Variances (Aggregate)	1.506	1.506	1.485	(0.021)	(0.020)		
Total:	12.171	12.171	10.605	(1.566)	(0.174)		

Variance = Expenditure v Profiled Budget

HOUSING REVENUE ACCOUNT (HRA)

Capital Budget Monitoring 2011/12 (Month 12)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Major Works	7.270	7.270	5.931	1.339	(0.133)	<p>Glan -y-Morfa - (Variance £0.102m)</p> <ul style="list-style-type: none"> Phase 2 contract price lower than anticipated due to good tender return. Works complete and available funds will be rolled over for Glan-y-Morfa phase 3. <p>Fire Risk Assessments - (Variance £0.685m)</p> <ul style="list-style-type: none"> Delays progressing work is principally due to revised specifications imposed by the Fire Officer this program will roll over and complete in 12/13. <p>DDA Audit - (Variance £0.059m)</p> <ul style="list-style-type: none"> Pre-tender technical preparation and extended 	

HOUSING REVENUE ACCOUNT (HRA)

Capital Budget Monitoring 2011/12 (Month 12)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
						consultation has slowed progress on this project. The remaining works will complete in early 12/13	
						Maisonettes - (Variance £0.222m)	
						<ul style="list-style-type: none"> Flint Regeneration Home loss payments. Remaining tenants to be decanted throughout 12/13 	
Accelerated Programmes	0.796	0.796	0.774	0.022	0.004	Rollover is due to retentions	
WHQS Improvements	2.264	2.264	2.135	0.129	0.087	Retentions and some Kitchens replacements pushed into 12/13 due to No access.	
Disabled Adaptations	1.196	1.196	1.196	0.00	0.195		

HOUSING REVENUE ACCOUNT (HRA)

Capital Budget Monitoring 2011/12 (Month 12)

Programme Area	Total Budget (£m)	Profiled Budget (£m)	Actual Exp. (£m)	Variance (£m)	Variance Previous Quarter (£m)	Cause of Variance	Action Required
Other Variances (Aggregate)	0.362	0.362	0.362	0.000	(0.034)		
Total:	11.888	11.888	10.398	1.490	0.119		

Variance = Expenditure v Profiled Budget

FLINTSHIRE COUNTY COUNCIL

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

DATE: **5 JULY 2012**

REPORT BY: **HEAD OF HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT**

SUBJECT: **WORKFORCE INFORMATION QUARTER 4**

1.00 PURPOSE OF REPORT

1.01 To provide Scrutiny Members with an update for the fourth quarter / whole year of 2011/12. This report provides details of the following:

- Establishment
- Headcount
- Agency Workers
- Turnover
- Diversity
- Absence

2.00 BACKGROUND

2.01 The format of the last quarter's Workforce Information report was approved by Scrutiny on 9 March 2009 and agreed by Corporate Management Team on 26 March 2009.

2.02 The redesigned top level organisation report was redeveloped and submitted for the first time last year. This report has now been redeveloped for use by all of the other levels throughout the organisation.

2.03 This report now includes additional details on agency workers including number of placements, level of spend and the savings which have been achieved through the Matrix Contract.

3.00 CONSIDERATIONS

3.01 The Establishment Summary Report shows details of the positions within the organisation. The total number of positions is then sub-divided into two groups, vacancies and those that are occupied.

3.02 When comparing the Establishment in 2011/12 to the same point last year the biggest difference is in the number of positions. Overall there are over 301 fewer positions on the Establishment at this point compared to the same point

last year. The majority of the reductions are in Community Services and Lifelong Learning with the only increase being in Schools.

- 3.03 Further reductions are expected in the number of vacancies with more work taking place in this area. These changes are expected to be reflected in the first quarter report for 2012/13. The removal of these vacant positions will allow a more accurate reflection of the establishment.
- 3.04 The Headcount Summary Report shows that the total Headcount figure has decreased by 491 (5.48%) when comparing the headcount at the same time last year.
- 3.05 As part of ongoing data cleanse work the headline figures around Position Type and Position Basis have been changed when compared to the same period last year.
- 3.06 When looking at Position Type the largest decrease is in the number of individuals engaged via Managed Agency Service (MASS) (52%). The number of individuals retained via MASS has decreased in each Directorate with the largest decrease being in Community Services. For this report the details quoted are Headcount figures. The figures shown in 3.08 below reflect the number of positions occupied by agency workers. The number of positions figure is higher than the headcount figure as some individuals may occupy more than one position in any given month.

The numbers of Relief and Temporary Fixed Term positions have also decreased by 4.9% and 8% respectively.

- 3.07 With regards to Position Basis the number of full-time workers has dropped slightly by 3.75% while the number of Part time workers has increased (11.9%). This work has allowed for a more accurate reflection of the way individuals are retained by the Organisation.
- 3.08 The following statistics provide a breakdown of the average number of agency workers per month during this quarter and the associated expenditure. In this quarter, the number of positions occupied by agency workers has reduced month on month. The quarter began with slightly higher figures due to the Service review within Streetscene which took longer than anticipated to complete and the introduction of Managed Weekly Collections which necessitated a temporary increase in resources.

Month	Spend £	Net Savings £	Net Savings %	Average number of agency workers (positions)
January	£458,539.49	£54,678.66	11.92%	234
February	£371,391.09	£44,183.66	11.90%	214
March	£288,514.11	£36,057.32	12.50%	197

- 3.09 The European Union's Agency Workers Directive became UK law on 1st October 2011 (now known as the Agency Worker Regulations). This guarantees the right to equal treatment: in relation to basic employment and working conditions after 12 weeks in the job. The Council monitors the number of placements exceeding 12 weeks and where appropriate has taken steps to reduce those that exceed this duration.
- 3.10 The number of placements exceeding 12 weeks within Community Services has decreased by approximately 50%. For Environment a recruitment exercise to fill 55 posts in Streetscene has been undertaken with the first intake to start on 1st April 2012. As a result of this, figures from Matrix for April 2012 demonstrate a 46% drop in placements over 12 weeks.
- 3.11 A total saving of £358,271.48 was made for the financial year 2010 / 11 compared to £420,090.70 for 2011/12. This indicates an overall increase of 17.25% on savings.

The net savings for the fourth quarter for the financial year 2011/12 are £104,770.36.

- 3.12 The Turnover Summary by Directorate Report reflects the number of leavers, turnover and the stability rate for each Directorate. When looking at the percentage turnover for the year there has been an increase in the headline figure but this comes despite a small decrease in the actual number of leavers (0.83%).
- 3.13 During the fourth quarter there were 352 leavers, and of these over 17% left voluntarily. The largest group of leavers (56%) were for those who had not worked during the previous years but the leavers' forms had not been submitted. If these leavers were processed in the period when they left, rather than 12 months later, the turnover rate for quarter 4 would be 1.8%, rather than 4.13% and the overall annual figure would reduce to 10.02% from 12.56%.
- 3.14 A breakdown of the number of positions that have been made redundant so far this year and the gender of those occupying the positions is detailed below.

Redundant Positions

	Compulsory		Voluntary	
	Female	Male	Female	Male
Quarter 1	15	3	4	2
Quarter 2	25	4	4	1
Quarter 3	6	0	0	0
Quarter 4	3	0	3	2
Whole Year	49	7	11	5

- 3.15 During Quarter 4, six of the positions that have been made redundant were occupied by female workers. When looking at the gender profile for the year so far approximately 83% are female. As can be seen in the Diversity Summary report, this is fairly reflective of the gender profile of the organisation

- this being 75 % female and 25% male.

As we are looking at the number of positions rather than headcount there could be an example of an individual that holds multiple positions still being employed by the Organisation even though they have been made redundant from one of their positions'.

- 3.16 The Diversity Summary report provides a breakdown of some of the Equality strands within the organisation. This monitoring supports the organisation in meeting our general duty under the Equality Act 2010 and enables us to see how our policies and practices affect the workforce.

As mentioned in the last report in an effort to compare ourselves to the rest of Wales we have undertaken to complete the Workforce Planning Data Collection via the Local Government Data Unit. To date, sixteen of the twenty-two local authorities in Wales have made the same undertaking. These benchmarking statistics provide us with important people data and trends to undertake workforce and succession planning for the future.

- 3.17 The Absence Rate Summary report includes two sickness absence figures, the first is a sickness absence figure based on the calculation required for the Welsh Local Authority KPI (Key Performance Indicator). This looks at FTE (Full Time Equivalent) days lost and is calculated over the four quarters, from 1 April up to and including 31 March. Over is a table detailing the (FTE) days lost by quarter since 2008/09.

This data shows that as an Organisation we compare favourably with the All Wales Average figure year on year. The All Wales average figures are supplied on an annual basis by the Local Government Data Unit.

**Average FTE
Days Lost**

	2008/09 Actual FCC	All Wales Avg Whole Year 2008/09	2009/10 Actual FCC	All Wales Avg Whole Year 2009/10	2010/11 Actual FCC	All Wales Avg Whole Year 2010/11	2011/12 Actual FCC
Qtr 1	2.63		2.42		2.27		2.27
Qtr 2	2.37		2.33		2.19		2.17
Qtr 3	3.28		3.03		2.87		2.89
Qtr 4	3.32		3.04		3.03		3.21
Whole Year	11.61	11.5	10.83	10.9	10.36	10.34	10.54

- 3.18 The second sickness absence figure is based on industry recommendations (ACAS and CIPD) and shows a percentage absence rate figure for the organisation at 4.95%. This figure remains fairly constant when compared to the same period last year.

This figure is not part of our Key Performance Improvement Targets and as such does not have any targets set. This can be used to benchmark the Council against a range of similar type of high performing organisations. The Local Government Data Unit does not provide an All Wales comparative figure for Absence Rate.

- 3.19 When looking at the fourth quarter 67% of employees attained 100% attendance. This is slightly down on the same quarter last year. When comparing the whole year 2011/12, 42% of employees in the organisation attained 100% attendance. This being an increase of 2% on the previous year. Overall this means that over 3,550 employees did not have any sickness absence at all in 2011/12.

100 % Attendance

	2010/11 Actual	2011/12 Actual
Quarter 1	78	77
Quarter 2	78	84
Quarter 3	65	75
Quarter 4	69	67
Whole Year	40	42

- 3.20 When looking at each Directorate separately, Environment Services and Schools have the highest rate of 100% attendance at 45% for the year. This figure is 3% higher than the rate for the rest of the Organisation.

100 % Attendance

	2011/12				
	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Whole Year
Community Services	74	78	70	65	34
Corporate Services	79	86	80	73	44
Environment	76	78	77	70	45
Lifelong Learning	76	82	77	70	43
Schools	77	89	74	65	45

- 3.21 In October 2011, the CIPD reported an increase in stress-related absence in public sector organisations with the amount of organisational change and restructuring being cited as the number one cause of stress. Given the current levels of organisational change reviews that are on-going, this is still likely to be a contributory factor to our overall attendance levels.

- 3.22 The Absence Rate Summary report shows the FTE days lost. Each quarter this year, with the exception of quarter four has shown a decrease in the number of days lost to sickness absence. This year there have been a total of 57,158 days lost compared to 62,426 in 2008/09 showing a steady decline in

recent years. This is a reduction of 5,268 days 8.4% and reflects the improved performance in this area following the positive impact of the ongoing implementation and review of the Attendance Management Policy and an Attendance Management Strategy.

Total Days Lost

	2008/09 Actual Whole Year	2009/10 Actual Whole Year	2010/11 Actual Whole Year	2011/12 Actual Whole Year
Total Days Lost	62,426	59,576	56,963	57,158

- 3.23 Within **Corporate Services**, the number of days lost is continuing to improve year on year with 8.61 days lost per FTE in 2009/10, 6.69 days lost per FTE in 2010/11 and 6.75 days lost per FTE for 2011/12.

Corporate Services has the lowest level of absence when compared with other directorates within the Organisation.

The number of days lost this quarter has remained stable with very little seasonal variation. The DMT's within Corporate Services continue to take a pro-active approach to attendance management.

Days Lost - Corporate Services

	2009/10 Dir	2009/10 FCC	2010/11 Dir	2010/11 FCC	2011/12 Dir	2011/12 FCC
Quarter 1	1.98	2.42	1.37	2.27	1.44	2.27
Quarter 2	2.32	2.33	1.88	2.19	1.63	2.17
Quarter 3	2.30	3.03	1.84	2.87	1.64	2.89
Quarter 4	2.00	3.04	1.60	3.03	2.05	3.21
Whole Year	8.61	10.83	6.69	10.36	6.75	10.54

- 3.24 Within **Community Services** the number of days lost to sickness absence remains higher, this quarter and for the whole year, than any of the other Directorates. Looking at the year overall there was a decrease in the absence for the first two quarters which increased in the second half of the year compared to the previous year.

Days Lost - Community Services

	2009/10 Dir	2009/10 FCC	2010/11 Dir	2010/11 FCC	2011/12 Dir	2011/12 FCC
Quarter 1	3.84	2.42	3.39	2.27	3.02	2.27
Quarter 2	3.77	2.33	3.88	2.19	3.6	2.17
Quarter 3	4.39	3.03	3.89	2.87	4.49	2.89
Quarter 4	4.42	3.04	3.94	3.03	4.11	3.21
Whole Year	16.43	10.83	15.10	10.36	15.23	10.54

In comparison to the end of previous financial years; from 2010 / 2011 there has been an increase in days lost per FTE from 15.10 days to 15.24 days. This however is a decrease from the 2009 / 2010 figure of 16.43 days lost per FTE.

When reviewing the absence levels by division, levels of absence have increased in 3 of the 4 areas. Social Services for Adults rates have reduced from 8.70% in Quarter 3 to 7.28% in Quarter 4. Housing Services absence levels have increased from 8.29% to 8.90%, Social Services for Children's have increased from 4.45% to 5.92%. There has also been an increase in absence levels within Development and Resources from 7.33% to 8.05 %.

These absence rates equate to 13.14 days lost per FTE in Development and Resources, 15.22 days lost per FTE in Housing, 16.22 days lost per FTE in Social Services for Adults and 13.78 days lost per FTE in Social Services for Children.

The Community Services Directorate Management Team continues to carry out actions within the Directorate's Attendance Management Strategy. This includes monitoring attendance on a quarterly basis at DMT and identifying areas where Departmental Attendance Reviews will be conducted. Long term absences remain a concern and the Directorate will focus on early intervention and management to support employees to return to work as quickly and safely as possible. Monitoring of frequent absences continues to take place across all services.

An end of year review is to take place in May / June 2012 at DMT to identify any further actions that could be taken to reduce absence.

The 100% attendance pilot in Housing Services has been completed and a further full review will take place in May / June 2012. The evaluation of this pilot will subsequently feed into the proposal to roll out the 100% attendance initiative across the Council.

- 3.25 Within the **Environment** directorate the level of absence has increased each quarter compared to the same point last year. Usually the levels of absence tend to be around those of the organisation as a whole.

Days Lost - Environment

	2009/10 Dir	2009/10 FCC	2010/11 Dir	2010/11 FCC	2011/12 Dir	2011/12 FCC
Quarter 1	1.76	2.42	2.27	2.27	2.45	2.27
Quarter 2	2.33	2.33	2.27	2.19	2.86	2.17
Quarter 3	2.87	3.03	2.69	2.87	3.27	2.89
Quarter 4	3.16	3.04	3.24	3.03	3.77	3.21
Whole Year	10.15	10.83	10.48	10.36	12.36	10.54

Levels of absence have increased slightly for the whole Directorate during the quarter when compared with Quarter 4 2010/11 - from 3.24 days lost per full time equivalent (FTE) to 3.77 days lost per FTE. However, four of the six service areas have exceeded the corporate target of 10 days per FTE, with Regeneration reporting 5.17 days lost per FTE, Planning 7.04 days lost per FTE, Management Support & Performance 7.3 days lost per FTE and Assets & Transportation reporting 8.45 days lost per FTE. Positive interventions are scheduled to continue, and it is anticipated that these services will maintain or see an improved position in the coming year.

The absence rate for Streetscene has seen a slight increase from 4.35 days per full time equivalent in Quarter 3 to 4.36 days per full time equivalent in Quarter 4. The absence level in this service area continues to be a priority for the Directorate and a focussed, targeted approach is being undertaken with HR supporting Supervisors to progress cases to the formal stages of the attendance management policy. Supervisors have also attended an attendance management workshop and individual coaching of managers/team leaders has taken place in relation to specific attendance cases.

DMT continue to monitor attendance on a quarterly basis and identify services areas where Departmental Attendance Reviews will be conducted.

- 3.26 Within **Lifelong Learning**, the levels of absence have seen a decrease in the number of days lost by just over half a day per FTE (0.51) compared to the same quarter last year.

Days Lost - Lifelong Learning

	2009/10 Dir	2009/10 FCC	2010/11 Dir	2010/11 FCC	2011/12 Dir	2011/12 FCC
Quarter 1	2.58	2.42	2.51	2.27	2.76	2.27
Quarter 2	2.93	2.33	2.50	2.19	2.33	2.17
Quarter 3	3.40	3.03	3.26	2.87	2.78	2.89
Quarter 4	3.06	3.04	3.02	3.03	3.25	3.21
Whole Year	11.9	10.83	11.29	10.36	11.13	10.54

The Quarter 4 absence figures for Lifelong Learning show an increase of 0.47 days lost per FTE to 3.25, this is a disappointing increase from Quarter 3 when the absence figure was 2.78 days lost per FTE.

There has been a continuing focus within the Directorate and all service areas on attendance management. Particular focus has been within Facilities where absence within cleaning and catering areas is a known area for high absences, the absence rate in Development and Resourcing in Quarter 4 is at a high of over 4.69 days lost per FTE compared to low of 3.34 days lost per FTE in Quarter 2. There is however a continued improvement within the Culture and Leisure service with 1.92 days lost per FTE in Quarter 4 compared to 2.49 days lost per FTE in Quarter 1.

Monthly trigger reports detailing the number of occurrences of absence and the reasons for absence are circulated to managers. Meetings attended by management with support from HR to emphasise the need for return to work interviews, capability one meetings, and the timely return of return to work data are held on a monthly or quarterly basis within each service area as required. There has been a focus on moving to Capability two meetings in the cases where there is persistent recurring absence. This increase in the last quarter will be addressed through the DMT meetings with a proposal to request managers to formally report against these absences on a quarterly basis.

- 3.27 Within **Schools**, the levels of absence remain fairly consistent with last year and showing a decrease in the third quarter. Schools absence continues to show a downward trend over recent years and the number of days lost remains lower than the organisation as a whole. The level of absence remains the second lowest, when compared with other directorates, within the Organisation.

Days Lost - Schools

	2009/10 Dir	2009/10 FCC	2010/11 Dir	2010/11 FCC	2011/12 Dir	2011/12 FCC
Quarter 1	1.92	2.42	1.76	2.27	1.8	2.27
Quarter 2	1.35	2.33	1.19	2.19	1.22	2.17
Quarter 3	2.38	3.03	2.44	2.87	2.2	2.89
Quarter 4	2.46	3.04	2.74	3.03	2.75	3.21
Whole Year	8.10	10.83	8.17	10.36	7.96	10.54

4.00 RECOMMENDATIONS

- 4.01 Members note Workforce Information Report for the fourth quarter / Whole year 2011/12.

5.00 FINANCIAL IMPLICATIONS

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

6.00 ANTI POVERTY IMPACT

6.01 None

7.00 ENVIRONMENTAL IMPACT

7.01 None

8.00 EQUALITIES IMPACT

8.01 None

9.00 PERSONNEL IMPLICATIONS

9.01 None

10.00 CONSULTATION REQUIRED

10.01 None

11.00 CONSULTATION UNDERTAKEN

11.01 Already undertaken with Corporate Management Team and Equalities Unit.

12.00 APPENDICES

Available in Members' Services and as a link on the Council's website.

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

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FLINTSHIRE COUNTY COUNCIL

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

DATE: THURSDAY 5 JULY 2012

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **QUARTER 4 AND YEAR END SERVICE PERFORMANCE REPORTS**

1.00 PURPOSE OF REPORT

1.01 To note and consider the 2011/12 Quarter 4/Year End service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. The reports cover the Quarter 4 period (January to March 2012).

1.02 To note the draft year end position of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports.

1.03 To note the progress made against the Improvement Targets contained within the performance reports.

2.00 BACKGROUND

2.01 The quarterly performance/year end reports seek to provide the reader with the 'narrative' of quarterly performance, which gives the context for overall performance. These reports are a quarterly review of service plans.

3.00 CONSIDERATIONS

3.01 Copies of the detailed Quarter 4/Year End performance reports are attached at Appendix 1 Finance, Appendix 2 HR & OD , Appendix 3 ICT & Customer Services, Appendix 4 Legal & Democratic and Appendix 5 SARC RAG Summary (Refresh)

3.02 Strategic Assessment of Risks and Challenges

Each quarterly performance report contains an update of each of the relevant strategic risks and challenges. This update has been provided by each of the lead responsible officers and is available for comment and review.

3.03 A draft revised SARC summary position of the present Red (high risk), Amber (medium risk) and Green (low risk) status for all of the reported strategic risks and challenges is provided at Appendix 5.

4.00 RECOMMENDATIONS

4.01 That Members consider the 2011/12 Quarter 4/Year end performance reports produced by the Heads of Service, highlight and monitor poor performance and where necessary provide details to the Cabinet.

5.00 FINANCIAL IMPLICATIONS

None as a result of this report.

6.00 ANTI POVERTY IMPACT

None as a result of this report.

7.00 ENVIRONMENTAL IMPACT

None as a result of this report.

8.00 EQUALITIES IMPACT

None as a result of this report.

9.00 PERSONNEL IMPLICATIONS

None as a result of this report.

10.00 CONSULTATION REQUIRED

Not applicable.

11.00 CONSULTATION UNDERTAKEN

Not applicable

12.00 APPENDICES

Appendix 1 - Finance
Appendix 2 - HR & OD
Appendix 3 - ICT and Customer Services
Appendix 4 - Legal and Democratic Services
Appendix 5 - SARC Summary Position

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

None

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Quarterly Performance Report – Finance

Report Author	Head of Finance
Report Date	11 th May 2012
Report Period	Quarter 4: 1 st January 2012 to 31 st March 2012

Introduction

The report is produced on a quarterly basis and provided to Executive members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The report consists of an overview of the key messages to highlight across all work streams in Finance, which is followed by highlights from each service area. Parts 2 and 3 of the report include an assessment of performance over the year from the following sources:

- Improvement Plan Monitoring
- Strategic Assessment of Risks and Challenges
- Performance Indicators and Outcome Measures
- Improvement Target Action Plan Monitoring
- Key Actions from Service Plan Monitoring
- Internal and external regulatory reports
- Customer satisfaction and feedback
- Awards and accreditations
- Resource Management (HR, ICT, Finance, Assets)

1. Foreword

The Finance Division has made significant advances in 2011/12, demonstrating continuous improvement across our service areas, despite considerable challenges which include the impact that the delay in implementing the Finance Function Review has had (see below). During 2011/12 the Council needed to respond to a cut in its funding from the Welsh Government for the first time in its history, the impact of which for the Finance Division was a substantial increase in the demand for our services as we supported Members and Colleagues in developing and implementing a financial strategy to deliver and improve services with reduced funding and in the context of severe economic impacts. Progress has been made against the majority of our key aims in our Service Plan for 2011/12.

Report highlights for this quarter are the following items:

<p>Performance</p>	<p>It is pleasing to see that the 3 key performance indicators over which Finance has complete control have all met the annual target, with a green RAG status. Where performance has not met the target actions are in place, as detailed in section 3 of this report, to secure improvements going forward.</p>
<p>Finance Function Review (FFR)</p>	<p>The completion of FFR was a key priority in 2011/12. The review has major implications for the future delivery of financial services and for many staff who deliver them. Whilst the review has taken place, there was a need to have a number of temporary staffing arrangements in place, whilst this was actively managed; it meant that the service was operating as a higher risk level than would otherwise be the case. In some areas the resources needed to develop our service as we had planned were not in place and, as a result, developments are not as advanced as we would have liked.</p> <p>The review is now in its final phase with completion due in the summer. Assimilation of employees to posts (subject to job evaluation) is complete. The remaining work centres on completing job evaluation and embedding the new structure with a full compliment of permanent staff. The Council can then benefit from;</p> <ul style="list-style-type: none"> • A Finance Function which provides services which are responsive, adaptable and focused on meeting the needs of internal and external customers. • Strengthened financial management capacity and capability across the whole organisation. • Improved performance, efficiency and productivity.
<p>Flintshire Futures</p>	<p>Good progress was made during the year on the Flintshire Futures projects which Finance leads.</p> <p>The Cross Directorate Expenditure Review contributed £2m of savings to balance the 2012/13 budget. Work is ongoing with both the Corporate Debt and the Fees & Charges projects. The Methods of Payment project has now been incorporated into the Corporate Flintshire Connects project and work continues on this project.</p>

Other highlights by service area are as follows: -

<p>Corporate Finance</p>	<p>Whilst being faced with a number of challenging circumstances, it is pleasing to report that developments have been made in key areas during the year.</p> <p>Significant progress was made in the development of the Medium Term Financial Strategy and Medium Term Financial Plan, with the Medium Term Financial Strategy 2011-2015 being adopted by the Council in June 2012 and further developments have taken place during the last quarter (see section 3.1).</p> <p>The Council's core financial accounting system was successfully upgraded. Considerable support and advice was provided to enable the Purchase to Pay system to be piloted in Corporate Services.</p> <p>In September 2011, the statutory Statement of Accounts for 2010/11 was approved, the first to be completed following the requirement to adopt International Financial Reporting Standards, which was a major undertaking for all Local Authorities.</p> <p>In March 2012, the Council set its 2012/13 revenue budget. The decrease of 0.2% in Flintshire's Revenue Support Grant from Welsh Government in 2012/13 came on top of a decrease of 1.7% in the previous year. This combined with the impacts of no provision for inflation, plus the costs of funding new pressures resulted in significant efficiencies being needed to produce a balanced budget.</p> <p>Attention in the Service over the past month has turned to preparing for the closure of the 2011/12 accounts and in supporting the Council to deliver a Single Status Agreement that is legal, affordable and acceptable. Specifically the Single Status work has centred on preparation for pay modelling and ensuring the costs of implementing Single Status and agreement of any Equal Pay liability is accurately costed.</p>
<p>Revenues & Benefits</p>	<p>The Benefits Service has made significant progress during the year exceeding targets for new claims and changes of circumstances by following a rigorous review of processes. This has resulted in the introduction of 'claim in a day' where customers can bring in all of their information and have their claim assessed. Council Tax collection has achieved target. Recruitment to the new FFR structure is well under way with five vacant Benefit Officers posts now been filled. The Benefits Service made a submission to the Council's Excellence Awards demonstrating the improvements made during the year and although did not make it to the final, the panel were of the view that the submission clearly demonstrated a very good service review supporting organisational aims around the customer.</p>

<p>Internal Audit</p>	<p>Throughout the year the department was affected by an unusual amount of investigation work and the restructure under FFR. As a result a reduced audit plan was completed during the year, but with the coverage planned to be sufficient to meet regulatory requirements and to target major risk areas.</p> <p>Despite the challenging circumstances, progress was made in introducing Control and Risk Self Assessment within schools to replace traditional audits. This enabled a greater degree of assurance to be gained whilst focussing the department on areas of risk.</p> <p>In addition, much work was completed towards a greater degree of collaborative working with other audit teams across North Wales, which should reap benefits in future years.</p> <p>Recruitment has now taken place towards the new structure, with all the new starters expected to be in place by July 2012.</p> <p>A self assessment for the department against CIPFA standards was completed and reported to the Audit Committee, showing a high level of compliance.</p>
<p>Clwyd Pension Fund</p>	<p>The performance of the Clwyd Pension Fund is reported to the Pension Panel, consisting of elected members from Flintshire CC, Denbighshire CC and Wrexham CBC and staff/union observers, on a quarterly basis and can be found at www.clwydpensionfund.org.uk</p>

2. Performance Summary

2.1 Improvement Plan Monitoring

The following table summarises the progress made to date and progress against the desired outcome of the Council Improvement Priorities on which the Finance Division lead.









KEYS

Progress RAG

R	Limited Progress - delay in scheduled activity; not on track
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track
G	Good Progress - activities completed on schedule, on track

Outcome RAG

R	Low - lower level of confidence in the achievement of outcome(s)
A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	High - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
1. To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable				
1.2 To adopt an accurate forecasting model for finances and costs for the medium term.	Sept 2011			Completed
1.3 To reduce asset costs and maximise income and receipts	December 2016			
1.4 To adopt a corporate fees and charges / income maximisation policy and undertake a review of fees and charges and maximise income	December 2012			See section 3.1
6. To protect and grow the local and regional economy, to be a prosperous County and to provide help and support for those vulnerable to poverty.				
6.11 Develop a strategy to manage the impacts of Welfare Reform	June 2012			See section 3.2

2.2 Strategic Assessment of Risks and Challenges (SARC)






The table below summarises the position of SARCs at the end of the reporting period.

KEY

	High Risk
	Medium Risk
	Low Risk

Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity

SARC	Previous RAG Status	Current RAG Status	Green Predictive	Commentary
CG06 Medium Term Financial Strategy			TBC	
CG07 Financial Management & Control			TBC	
CD38 Welfare Reform	New		TBC	See section 3.2

2.3.1 Performance Indicators and Outcome Measures






Key

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

The status of the indicators are summarised for year end below:



Graphs and commentary are included section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (*) indicates that the indicator is an *improvement* target.

Indicator	Current Quarter Target (Q4)	Current Quarter Outturn (Q4)	Previous Annual Outturn	Annual Target	Annual Outturn (2011/ 12)	RAG	Change e.g. Improved / Downturned
DWP 1 Time taken to process new housing / council tax benefit claims	22 days	13.71 days	New PI	22 days	17.3 days		Not Applicable
DWP 2 Time taken to process housing / council tax benefit changes of circs	10 days	3.37 days	New PI	10 days	6.4 days		Not Applicable
CFH/007 Percentage of 2011/12 Council Tax collected in year (cumulative)	99.6%	97.81%	97.51%	97.8%	97.81%		Improved
CFH/008 Percentage of 2011/12 Business Rates collected in year (cumulative)	98.7%	98.27%	98.94%	98.7%	98.27%		Downturn (see section 3.2)
CFH/006 Percentage of undisputed invoices paid on time (30 days)	94.0%	80.6%	92.76%	94.0%	87.9%		Downturn (see section 3.2)

2.3.2 Improvement Target Action Plan Monitoring

Key - ✓ on track, ✗ behind schedule, C completed

Ref	Action & Planned Completion date	Progress
n/a	No Improvement Targets for 2011/12	

2.4 Key Actions from Service Plan Monitoring

Key - ✓ on track, ✗ behind schedule, C completed

Improvement Area	On-track?	Commentary
Corporate Finance:		
Medium Term Financial Strategy, Medium Term Financial Plan	✓	See section 3.1
Flintshire Futures	✓	See section 3.1
Collaborative Planning Software (CPS) Project	✗	See section 3.1
Review Corporate Grants Register	✗	See section 3.1
Revenues & Benefits:		
Single Person Discount Review	C	All
Maximise Benefit Take-up	✓	See section 3.2
Universal Credit and Council Tax Replacement Development	✓	See section 3.2
Corporate Debt Review Including implement a Corporate Debt Policy	✗	See section 3.2
Methods of Payment Review	✗	See section 3.2
Internal Audit:		
Identify management arrangements from April 2013	✗	See section 3.3

2.5 Internal & External Regulatory Reports

The following internal or external audit/regulatory work have been completed during the quarter and the outcome of the work can be summarised as follows.

Undertaken By	Title & Date Report Received	Overall Report Status
Internal Audit	Financial Reporting	Adequate
Internal Audit	Cash and Banking	Adequate

3. Exception Reporting

Progress has been made against the majority of our key aims in our Service Plan for 2011/12. Exceptions relate to progress with:

- Develop Divisional performance management, monitoring and reporting arrangements, particularly in relation to the People Plan, Customer Care, Equalities, Health & Safety and Business Continuity matters
- Develop our Service Planning from a one year horizon to a medium term plan which fits with the Council's planning timeline

Both aims were impacted on by the resource required to complete the Finance Function Review in addition to the delivery of services to internal and external stakeholders.

3.1 Corporate Finance

Improvement Plan Monitoring

Adopt a corporate fees and charges / income maximisation policy and undertake a review of fees and charges and maximise income

Deloitte were commissioned to assist with this work, building on a Pan Wales study of income generation opportunities. A Member workshop on 24th November 2011 received details of opportunities available to increase existing or introduce new fees and charges. Following this, Members agreed not to pursue this work immediately as part of the 2012/13 budget strategy. Maximising opportunities to increase income coming in to the Council is a critical aspect of the financial strategy to improve services and balance future years budgets. It will be important to revisit the Deloitte work and to resume discussions with Members over the late Spring/Summer with a view to having an agreed policy in place by December, from which tangible financial benefits will flow into the 2013/14 budget and for future years through the Medium Term Financial Plan.

Key Actions from Service Plan Monitoring

Medium Term Financial Strategy (MTFS) / Medium Term Financial Plan (MFTP) / Flintshire Futures

During the last quarter progress has been made in preparing and planning for the next stage in developing the MTFS / MFTP. The Council plans to update its Medium Term Financial Strategy and fully populate its Medium Term Financial Plan in order to establish how Council priorities and improvement objectives will be achieved and Council services delivered over the period 2013/14 to 2017/18. Corporate Finance has been working with the Officers Leadership Group and colleagues from the Flintshire Futures Team to establish a plan of action and timetable for the next few months. A document setting out the plans for the next stage of development was sent out to all members at the end of April 2012.

Collaborative Planning Software (CPS) Project and Review Corporate Grants Register

Unfortunately it was not possible to complete both of these actions as planned during the year. Both were impacted by the requirement to have staff working in the new structure, post the Finance Function Review, in order to complete. Both actions will be included in our 2012/13 Service Plan for action once the Review has been completed.

3.2 Revenues & Benefits

Improvement Plan Monitoring

Develop a strategy to manage the impacts of Welfare Reform

An interim Programme Board will be set up by the end of May. A Programme Manager will be appointed also by the end of May. A SARC (Strategic Assessment of Risks and Challenges) has been drawn up to identify the risks and opportunities that the Council faces as a result of these major welfare benefit changes. Four work streams have been identified to tackle the main emerging work areas – these are Welfare Changes affecting homelessness, Social Fund changes, Universal Credit and Council Tax Replacement scheme. A corporate strategy will be developed by the Programme manager from coordinating these work streams.

Strategic Assessment of Risks and Challenges (SARC)

Welfare Reform

Please see comments above - Improvement Plan Monitoring - Develop a strategy to manage the impacts of Welfare Reform

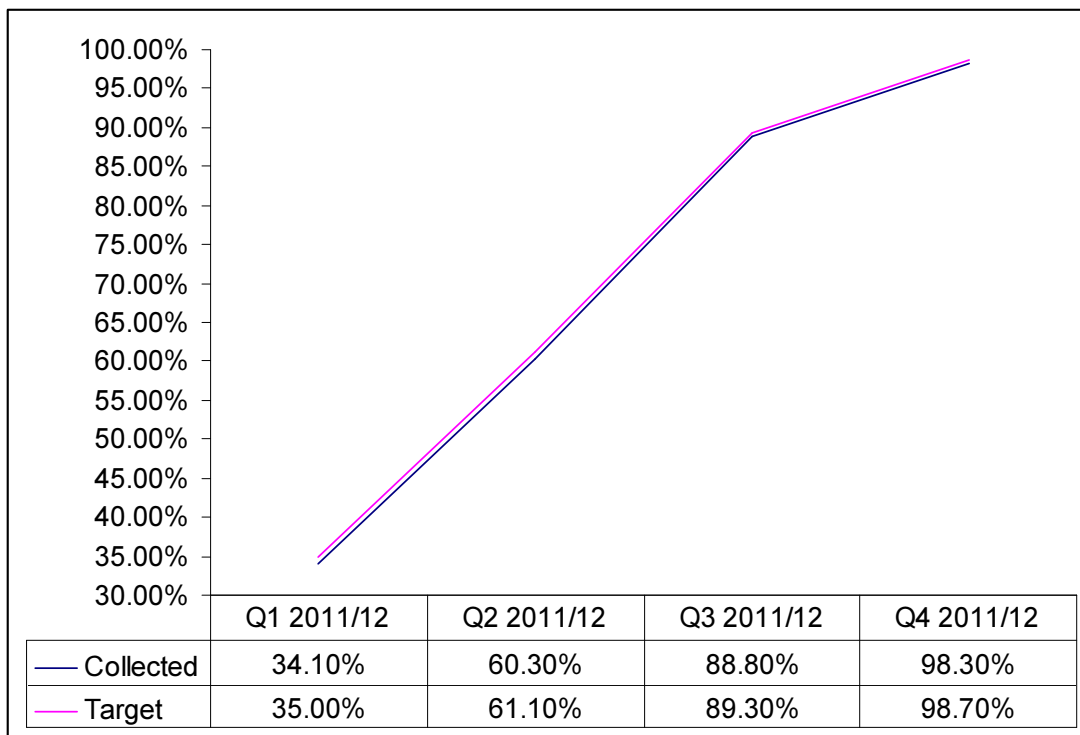
Performance Indicators and Outcome Measures

There were two areas of performance that fell below target for 2011/12 as follows:

Collection of Business Rates (CFH/008)

As reported in the quarter 3 report the collection of business rates has been hampered by a few cases where empty rates have been levied and are in dispute. The increase in empty rate avoidance schemes is becoming a growing national problem particularly in areas with high value empty industrial premises. If these cases were collected or identified as being valid reasons for non collection the outcome would be an increase of 0.5% making the collection rate 98.8%, and the annual target of 98.7% would have been met.

NDR In Year Collection 2011/12



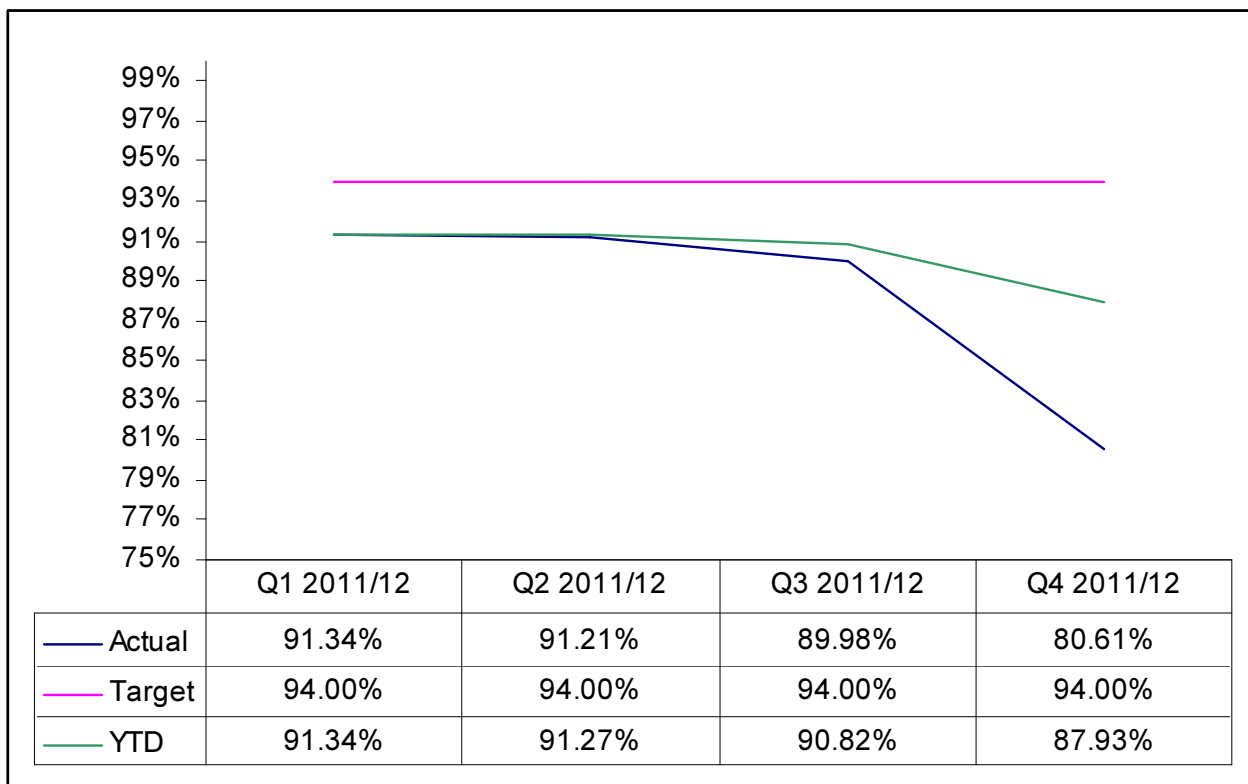
Percentage of undisputed invoices paid within 30 days (CFH/006)

Despite the actions taken as outlined in the quarter 3 performance report this target has not been met, and it has been agreed that this indicator will be an Improvement Target for 2012/13.

Processing of invoices is a devolved function that is reported on by the central Accounts Payable team. During the quarter responsibility for the central Accounts Payable team was transferred to Corporate Finance.

Lifelong learning process in the region of 25% of all Council invoices and as a result, reduced performance significantly impacts on the ability to achieve the overall target of 94%. It is hoped that as the team that process Lifelong learning’s invoices and the central Accounts Payable team are both now part of Corporate Finance, further work can be done to understand what causes the delays, and what could be done to streamline processes, for schools in particular, to improve performance.

In addition, we anticipate that the rolling out of the new Purchase 2 Pay system will go some way to addressing the delays in processing invoices. The project is currently being piloted in Corporate Services with a plan to roll out across the Council by the end of 2012/13.



Key Actions from Service Plan Monitoring

Universal Credit and Council Tax Replacement Scheme

On track, however it is worth noting that this is high risk as; completing the Council Tax Replacement Scheme within the time available is tight, and predicting with any certainty, what budget pressures the Council will face as a result, is difficult with the information that is currently available.

Corporate Debt Review

Implementation has taken longer to commence due to the External review being commissioned. The project board and team have now been set up and Corporate Debt Team is now relocated with the Revenues Service as defined in the Finance Function Review. Progress has already been made in reviewing outstanding debts and write off requirements. A Corporate Debt Policy has been drafted and is now ready for consultation internally with Council Departments, prior to coming forward to Members for adoption.

The Methods of Payment Review

The review has now been included into the Flintshire Connects project because the two are so closely linked and will now follow the target dates for the lead project.

Single Person Discount Review

A review of all single person discounts has now been finalised. This was a regional collaborative project which proved to be a thorough and effective approach to reviewing these discounts. The additional income to authority is estimated to be £160,000. It is anticipated that the exercise will be repeated again in 2013/14.

Maximise Benefit Take Up

Ensuring that those that are entitled to benefits actually take them up is key to assisting with one of the Council's priorities: *To protect and grow the local economy, to be a prosperous County and to provide help and support for those vulnerable to poverty.* The Benefits Service has a dedicated Take Up Officer who has been responsible for some successful take up campaigns which have involved working with Housing, Housing Advice and Welfare Rights and Citizens Advice Bureau to maximise take up. For 2011/12, additional Benefit Take Up as a result of these activities is estimated to have been £1.3m. This is ongoing work of the service.

3.3 Internal Audit

Key Actions from Service Plan Monitoring

Identify management arrangements from April 2013.

The contract for the provision of the Internal Audit Manager expires in March 2013, which can be extended for another year. The contract for Internal Audit's management includes a requirement for the Internal Audit Manager to lead the Council's contribution to the pursuit of collaborative opportunities within North Wales for the delivery of internal audit and its management and making recommendations in conjunction with the Head of Finance for the most suitable arrangements for Flintshire beyond the contract period.

Work is now beginning to develop a plan for discussion with new Members in the summer of 2012, which takes account of the outcomes of discussions on regional collaboration.

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Quarterly Performance Report – Human Resources & Organisation Design

Report Author Helen Stappleton
Report Date May 2012
Report Period Quarter 4 (1st Jan 2012 to 31st March 2012) / Whole Year (1st April 2011 to 31st March 2012)

Introduction

The report is produced on a quarterly basis and provided to Executive members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The report consists of an overview of the key messages to highlight across all work streams Human Resources and Organisation Design, which is followed by highlights from each service area. Parts 2 and 3 of the report include an assessment of performance in the quarter from the following sources:

- Improvement Plan Monitoring
- Strategic Assessment of Risks and Challenges
- Performance Indicators and Outcome Measures
- Improvement Target Action Plan Monitoring
- Key Actions from Service Plan Monitoring
- Internal and external regulatory reports
- Customer satisfaction and feedback
- Awards and accreditations
- Resource Management (HR, ICT, Finance, Assets)

1. Foreword

Progress is continuing to be achieved across the service and organisation in relation to modernising working practices for people management transactions, improving the skills and tools to lead and manage change effectively, the delivery of effective workforce development programmes, implementation of Single Status and an Equal Pay settlement strategy and redesigning HR and OD services to ensure that the roles, expertise and service delivery is fit for purpose to meet the Council's needs both now and in the future.

The People Strategy and HR and OD's Service Plan are based on five key themes (the 5 C's) as set out below. The highlights and achievements under the five themes are as follows:

<p>Customer</p>	<p>The iTrent People Manager (manager self service) has continued to be rolled out across the Directorates. All managers have access to online training and an ongoing campaign to raise awareness of the functions available and benefits from using the system is continuing. Additional features will be available within manager self service over the coming year.</p> <p>Progress continues to be made in the HR and OD redesign. A revised implementation date has been agreed of July 2012. The structure has received approval from Corporate Management Team (CMT) and members, the content of the jobs is to be finalised. Good progress is being made in the redesign of processes within the HR service centre.</p>
<p>Change</p>	<p>The new Organisation Design principles have been piloted in two service areas, this has allowed a focus on reducing management layers. A full adoption of the principles and the development of management guides in using these methods will gain more focus from September 2012. This revised timetable is to align with the completion of Single Status.</p>
<p>Capacity</p>	<p>Workforce planning tools continue to be developed. There is a continued requirement for annual appraisals for all employees. Quarterly reviews within each Directorate are in place to assess the number of appraisals being completed.</p>
<p>Consolidation</p>	<p>Within Single Status, three critical work streams have been completed:-</p> <ul style="list-style-type: none"> • finalising the 'rank order' of all jobs • verifying the posts in scope of the project were now included • ensuring that the budget for those posts reconciles with the Council's pay budgets <p>Pay modelling and the design of a new pay and grading structure will begin in May 2012. Negotiations with trades unions to achieve a Collective Agreement will commence in May 2012 with completion and implementation of a new Single Status Agreement still on track for November 2012.</p>
<p>Collaboration</p>	<p>The new partnership agreement between Flintshire's Occupational Health Service and Wrexham County Borough Council (WCBC) continues to operate effectively. Performance indicators for service delivery to WCBC have been met and customer feedback continues to indicate high satisfaction levels.</p>

2. Performance Summary

2.1 Improvement Plan Monitoring

The following table summarises the progress made to date and the progress against the desired outcome of the Council Improvement Priorities on which the HR&OD Service lead.







KEYS

Progress RAG

R	Limited Progress - delay in scheduled activity; not on track
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track
G	Good Progress - activities completed on schedule, on track

Outcome RAG

R	Low - lower level of confidence in the achievement of outcome(s)
A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	High - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
3. To be a modern, caring and flexible employer with fair and equal terms and conditions of employment under a Single Status Agreement				
3.1 Achieve a legal, acceptable and affordable Single Status Agreement	Nov 2012			Please see paragraph 3A – Exception Reporting
3.2 Negotiate an Equal Pay Settlement	Nov 2012			Please see paragraph 3A – Exception Reporting
3.3 To complete the review of human resources policies as a modern employer	Sept 2012			On track to complete by Sept 2012 Please see paragraph 3A – Exception Reporting

2.2 Strategic Assessment of Risks and Challenges (SARC)







The table below summarises the position of SARCS at the end of the reporting period.

Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity

KEY

R	High Risk
A	Medium Risk
G	Low Risk

SARC	Previous RAG Status	Current RAG Status	Green Predictive
CG10 People Strategy			Nov 12
CG11 Terms and Conditions of Employment			Nov 12
CG16 Workforce and Succession Planning			Nov 12

2.3.1 Performance Indicators and Outcome Measures


Key


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

The status of the indicators are summarised for year end below:



Graphs and / or commentary are included in section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (*) indicates that the indicator is an *improvement* target.

Indicator	Current Quarter Target (Q4)	Current Quarter Outturn (Q4)	Previous Annual Outturn	Annual Target	Annual Outturn (2011/ 12)	RAG	Change e.g. Improved / Downturned
*CHR/002 – (NI24) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	2.90 days	3.24 days	10.36 days	10 days	10.57 days		Downturned Please see paragraph 3B below

Indicator	Current Quarter Target (Q4)	Current Quarter Outturn (Q4)	Previous Annual Outturn	Annual Target	Annual Outturn (2011/ 12)	RAG	Change e.g. Improved / Downturned
*REM3 - The percentage of employees receiving an annual appraisal with Individual Development Plan	N/A	N/A	Not Reported	100%	Not Reported	N/A	Not Applicable Please see paragraph 3B below
Appraisals – (HRL1)	N/A	N/A	Not Applicable	100%	93%		New starters to receive appraisal within first quarter of 2012 / 13

2.3.2 Improvement Target Action Plan Monitoring

Key - ✓ on track, ✘ behind schedule, C completed

Ref	Action & Planned Completion date	Progress
*CHR/002	There is a continued programme of attendance management reporting and action planning across each Directorate. Absence reporting containing trigger reports produced on a monthly basis are issued to managers and with the support of the HR team, focus is made on frequent, short term absences, return to work interviews with employees to understand any underlying issues affecting attendance at work. Where necessary capability measures are taken including first stage disciplinary to address poor attendance. Further work is being undertaken in partnership with the Occupational Health service to proactively reduce levels of sickness absence.	✓
*REM3	Managers are regularly reminded that all employees must have an annual appraisal with an accompanying development plan. In future the capturing of this data is the responsibility of Managers and will be recorded directly onto iTrent via Self Service.	✘ See Section 3b below

2.4 Key Actions from Service Plan Monitoring

The following table shows the progress made against key areas of improvement/actions in the HR & OD service plan. A ✘ indicates those areas which have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales: -

Key - ✓ on track, ✘ behind schedule, C completed

Improvement Area	On-track?	Commentary
Customer		
To provide the tools and development to meet the requirements of our customers, ensuring that our structures are shaped with the primary aim of delivering excellent customer services.	✓	New HR and OD Service Review to be implemented in July 2012 as per revised People Strategy Action Plan – following full consultation with customers to assess their requirements. Phase III of iTrent – Employee and Manager Self Service project is progressing well.
To develop a ‘world class’ HR service; supporting the facilitation of change; developing and retaining talent in the organisation	✓	See above
To support the delivery of strategic objectives and the provision of responsive transactional HR services to achieve customer excellence	✓	See above
Change		
To ensure that managers are confident and competent in being able to lead and manage change effectively	C	Regional ‘Managing Change Effectively’ programme in place with managers from Flintshire attending. Further work is required to embed improved practice.
To achieve planned organisational change and on going modernisation of service delivery	✓	Next phase of change to be developed as part of Flintshire Futures Programme. Lean review work, re-engineering of processes and implementation of agile working styles is contributing to the modernisation of service delivery.
To create and design a framework for managing change effectively	✓	New guide on Organisation Design Guide under development by
To promote a culture whereby employees and teams understand and participate in organisational change	✓	Managers developing effective skills on managing change following regional development programme. The implementation of tools and techniques such as ‘lean’ and greater involvement of employees in Job Design activities and through improved consultation practice demonstrates a positive shift in culture in relation to participation in Change Programmes.
Capacity		
To promote desired behaviours, in line with the ‘Flintshire Competency Dictionary’ across the organisation	x	Objective / project has been deferred as per revised People Strategy Action Plan. To be reviewed as part of Flintshire Futures Programme priorities – see section 3C – Exception Reporting

		for further detail.
To remodel the workforce as part of corporate and service planning to ensure we have the right people with the right skills, in the right place at the right time	✓	Workforce Planning framework is under development as per the revised People Strategy Action Plan.
To promote succession and continuity planning; identifying the potential and nurturing talent at every level of the organisation	✗	Appraisal process to be revised to identify talent and further development. Timescale - December 2012. See section 3C – Exception Reporting for further detail.
To develop key skills, experience and knowledge for employees to support the delivery of services now and in the future	✓	Development programmes in place - People Development Framework
Consolidation - and reward the contribution of employees and to support the organisation in recruitment and retention		
To enhance Flintshire's reputation as a 'modern employer of first choice' to attract and retain talent within a highly competitive labour market	✓	The Council is working towards Single Status which will modernise its pay and reward arrangements. The current phasing in of Flexible and agile working styles and the underpinning HR policies and procedures will further enhance the Council's reputation as a modern employer.
To ensure we set and meet high standards in organisational, team and individual performance through sound people management practice, with specific priorities in applying consistent practice in attendance management, performance appraisals and recruitment	✓	Review of standards and levels of service being undertaken as part of HR and OD service review.
To provide and maintain a fair and equitable reward strategy to recognise and reward the contributions of employees and to support the organisation in recruitment and retention	✓	Linked to achievement of Single Status and new pay and grading structure and the development of a Reward Strategy.
Collaboration		
To continue to develop and maintain a positive employee relations culture by promoting open and effective partnership working with trades unions	✓	Effective partnership working in place with Trade Unions
To lead collaborative working innovative and responsive Human Resources shared solutions across the North Wales region	✓	Full participation in Collaborative working – e.g. sharing and co-development of HR policy and Outplacement services.
To promote mobility across the public sector to achieve workforce planning, protect recruitment and retention and develop talent	✓	Every effort is made to promote mobility where possible in relation to regional collaborative projects and joint working across local authorities and public

		sector.
New People Strategy Action Plan for 2011 / 12		
CUS/003 Design and implement new HR and OD services	✓	Completion is planned for the end of July 2012
CAP/003 Adapt Appraisal system (as part of the workforce planning model) to identify talent and provide development opportunities.	✗	Target date was completion by March 2012 but will now be completed by December 2012. See section 3C – Exception Reporting for further detail.
CON/001 Implement Single Status,	✓	An implementation date of November 2012 has been agreed. All parties have committed to delivering the project on time.
CON/009 Review and implement attendance management strategy.	✓	The review has been completed ongoing monitoring and the inclusion of Occupational Health service to develop early interventions jointly between HR, Occupational Health and managers are being developed.

2.5 Internal & External Regulatory Reports

The following internal or external audit/regulatory work has been completed during the quarter and the outcome of the work can be summarised as follows. Negative outcomes should be discussed in more detail in section 3 and page numbers are referenced in the table below.

Undertaken By	Title & Date Report Received	Overall Report Status
Wales Audit Office / Auditor General for Wales	Annual Improvement Report 2011	Full report completed – see paragraph 3D – Exception Reporting.

3. Exception Reporting

3A - Improvement Plan Monitoring

3.1 Achieve a legal, acceptable and affordable Single Status Agreement (Amber RAG status – comment / position remains unchanged from Quarter 3). Whilst all three parties (Members, Senior Management and Trade Unions) are all fully committed to delivering the project, there are still a number of risks within the project and key milestones where delays may occur and over which we have limited control (for example, the outcome of the Trade Union Ballot). The attainment of the three elements of legal, acceptable and affordable will be subject to funding availability, successful negotiation with the Trade Unions, Senior Management ‘sign off’ and Member approval and implementation by November 2012 will be dependent on a successful outcome from the Trade Union Ballot.

This project is being carefully managed and monitored to mitigate these risks and to avoid delays occurring. At this stage, the project is 'on track'.

3.2 Negotiate an Equal Pay Settlement (Amber RAG status – comment / position remains unchanged from Quarter 3). This project has clear inter-dependencies with the Single Status project. The Council's intention to settle Equal Pay claims within a similar timeframe to Single Status and this will increase the complexity of both projects and requires careful consideration of the legal context with the need to protect the Council from future liabilities wherever possible. At this stage the project is 'on track'.

3.3 To complete the review of human resources policies as a modern employer
The completion timescale has been revised from June 2012 to Sept 2012 to allow for alignment with the timetable for the Agile Working Project on the Workforce Workstream of the Flintshire Futures Programme.

3B - Performance Indicators and Outcome Measures (Amber RAG status)

***CHR/002 – (NI24) The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence (Amber RAG status).**

There is a continued programme of attendance management reporting and action planning across each Directorate. Absence reporting containing trigger reports produced on a monthly basis are issued to managers and with the support of the HR team, focus is made on frequent, short term absences, return to work interviews with employees to understand any underlying issues affecting attendance at work. Where necessary capability measures are taken including first stage disciplinary to address poor attendance. Further work is being undertaken in partnership with the Occupational Health service to proactively reduce levels of sickness absence with the introduction of physiotherapy service pilots within key services such as Streetscene.

***REM3 - The percentage of employees receiving an annual appraisal with Individual Development Plan**

It has not been possible to collect the data for this year. Appraisal Data is now being collected via iTrent Self Service. The introduction of this module is still in its early stages and, therefore, the statistics are incomplete and not yet fully reliable. This will be rectified in good time to report for next year's data.

3C - Service Plan Monitoring

The People Strategy Action Plan, which is incorporated into the HR and OD Service Plan, was reviewed in October 2012 to better reflect the organisation's key priorities. The project / action - ***To promote desired behaviours, in line with the 'Flintshire Competency Dictionary' across the organisation*** was deferred to allow the organisation to manage and deliver more pressing priorities such as Single Status and Equal Pay. This project is still viewed to be relevant and important and will be reconsidered in the context of the Flintshire Futures Programme over the coming weeks.

CAP/003 - Target date was completion by March 2012 but will now be completed by December 2012 because of significant competing priorities (Single Status and Equal Pay). A new Performance development model has been designed for North Wales Councils, this is to be adapted for use within Flintshire County Council.

3D - Internal and External Regulatory Reports

Auditor General's Annual Improvement Report

The Annual Improvement Report 2011, see above, sets out a Formal Recommendation in relation to the People Strategy and Single Status as follows:

- The Council should report more fully and regularly to the Executive Board on progress in delivering the Human Resources (HR) Strategy and Single Status Agreement and ensure capacity and capability are available to achieve intended outcomes and timetables.

As stated in the Quarter 3 report, the Executive has recently received a full review of the People Strategy, has re-set the priorities within it and has reviewed the resourcing of the strategy. Quarterly review reports will be made to the Executive; the progress of the key work streams within the Strategy will continue to be reported to Overview and Scrutiny within this quarterly performance report for the HR and OD Division as is current practice.

The Single Status project plan, objectives, timelines and decision making steps are well defined and as a major workforce project, regular reports will be submitted at key milestone stages to Executive and Overview and Scrutiny as appropriate. The newly elected Council are recommended to allocate significant time to building member knowledge, understanding and commitment to reach an Agreement during this calendar year (2012) through both formal and informal meetings and briefings.

Quarterly Performance Report – ICT & Customer Services

Report Author Head of ICT & Customer Services
Report Date 11th May 2012
Report Period Quarter 4: 1st January 2012 to 31st March 2012




Introduction

The report is produced on a quarterly basis and provided to Executive members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The report consists of an overview of the key messages to highlight across all work streams in ICT and Customer Services, which is followed by highlights from each service area. Parts 2 and 3 of the report include an assessment of performance in the quarter from the following sources:

- Improvement Plan Monitoring
- Strategic Assessment of Risks and Challenges
- Performance Indicators and Outcome Measures
- Improvement Target Action Plan Monitoring
- Key Actions from Service Plan Monitoring
- Internal and external regulatory reports
- Customer satisfaction and feedback
- Awards and accreditations
- Resource Management (HR, ICT, Finance, Assets)

RAG Status

RED equates to a position of under-performance, downward trend, non-achievement of target, non-achievement of action milestones.	
AMBER equates to a mid position where improvement may have been made (i.e. improved trend) but the target for the year is unlikely to be reached, or where action milestones have been deferred or narrowly missed.	
GREEN equates to a position of positive trend on performance, meeting target and achieving action milestones.	

1. Foreword

ICT

The fourth quarter saw considerable progress being made in implementing the 2011/12 ICT Service Plan.

- The new Wireless Network facilities are now available
- Having been selected to host the the ICT systems for the North Wales School Improvement Service considerable progress has been made in designing and implementing the infrastructure to deliver the solution
- Mobile working solutions implemented in Planning and Building Control
- ICT Service Review commenced and external assessment of current service undertaken.
- WAO Study on the use of Information technology within the Council has been undertaken and draft report published.

Under the Council's business planning arrangements the ICT Strategy is a fundamental element of the Governance Framework and supports the priorities of the Council and directorate service plans.

The strategy is built around the 5 C's - **Change, Customer, Capacity, Collaboration, Consolidation**

During 2011/12 there has been significant progress against the priorities of the ICT Strategy, particularly around the implementation of a replacement Telephony (IPT) solution, Electronic Document Management (EDM) and the development of a Customer Relationship Management System (CRM). We have also rolled out Wireless access to key locations in the council and achieved Gold Status for the Local Land and Property Gazetteer (LLPG), one of only a few Councils in Wales to achieve that level.

The main focus of our work during the year whilst in line with the ICT Strategy has been very much about supporting the Flintshire Futures programme particularly the corporate change work streams; Assets, Customer, Finance, Procurement and Workforce.

The Purchase 2 Pay system has been implemented in Corporate Services and a plan is now in place to extend this to all services, which will simplify, standardise and automate procurement across the Council. There has been a huge amount of work done in relation to mobile computing and remote access supporting the Assets workstream and in particular agile working. We have been working with HR colleagues to support employee and manager self service. We have significantly reduced the number of printers and volumes of printing within the authority with the introduction of new agile printing technologies. The CRM and IPT solutions underpin the Customer workstream and have played a major role in the successful introduction of the new Streetscene service.

A considerable amount of collaborative ICT work has been undertaken with other North Wales Councils with a number of key projects being led by Flintshire. Several of these projects are now being considered as potential national initiatives.

During 2012/13 there will be full a review of the ICT Strategy, alongside the ICT Service Review which has recently commenced.

Customer Services

Progress continues to be made in the implementation of the Customer Services Strategy:-

- The Tell Us Once Service was launched in November. The take up of this service has been very positive reaching as high as 100% for one week in February.
- The new telephone contact centre for the Street Scene Service has now been implemented with the relocation of staff to the Customer Services division in County Hall and staff training undertaken. Customer Services and Streetscene are continuing to work closely to ensure all processes are reviewed and applied consistently for the benefit of the customer.
- Continued improvements are being made to the Council's website and priority services for channel shift have now been identified.
- Work is underway in partnership with two North Wales authorities to procure a replacement web content management system to support the development of the website.
- The Customer Relationship Management System which is being developed in house has 'gone live' for reporting pot holes and street lighting via the contact centre. This phased approach will help test the robustness of the system and help to develop staff familiarisation.
- Executive approved the first Flintshire Connects facility in Holywell which will provide improved face to face access for customers. This includes partnership working with North Wales Police and Deeside College to provide a joined up community service for the benefit of all customers.

Design and Print

In October Executive approved a major restructure of the Design and Print service to focus on the provision of a high quality internal service for the Council and to cease provision of external services on a trading basis. A transition plan has been developed which is currently being implemented with the aim for the new arrangements to be fully implemented by April 2012.

Procurement

The service review is currently on hold pending the completion of the business case for a regional procurement service, with the business case due in July, 2012. In the mean time shared management arrangements remain in place with Denbighshire and are working well. Progress has been made in the implementation of the P2P solution in corporate services with the pilot now live, full rollout within corporate services will be complete by April, 2012 when rollout across the rest of the council will commence.

ICT & Customer Services Quarterly Performance Report

Report highlights in terms of performance for this quarter are as follows:-

<p>ICT Helpdesk Performance</p>	<p>There continues to be a decline in the number of helpdesk calls completed within target time. Whilst disappointing this can be directly attributed to vacancies in the division which are currently not being filled pending the ICT Service Review. However, temporary resources have been secured and we expect the situation to improve steadily over the next quarter. The downturn in the calls completed at first point of contact is due to an agency member of staff failing to log the actual calls being resolved and as such the outturn would be significantly higher. Measures are in place to prevent this happening in the future. We have seen a slight reduction in helpdesk calls year on year approximately 8%, this will remain as a priority for the division in 2012/12.</p>
<p>Customer Services - Complaints Handling</p>	<p>In relation to complaints dealt with within 10 working days across the Council as a whole, overall performance for quarter four has improved compared to the last quarter increasing from 76% to 78%,. The number of complaints received in quarter four has reduced by 33% compared to the previous quarter.</p>
<p>Customer Services - Telephone responses</p>	<p>In terms of telephone responses, the performance of the switchboard continued to improve on the high levels of performance compared with the previous quarter, returning a performance figure of 98.42% in quarter four, which is in line with the annual target set at 98%.</p> <p>In respect of direct dialled calls, performance measured against the previous quarter outturn was broadly maintained at 90.5%.</p>
<p>Customer Services - Virtual Contact Centre</p>	<p>The number of enquiries received both via the website and directly into the Virtual Contact Centre system has continued to increase over the past quarter, the majority of enquiries being in connection with the managed weekly collection service for refuse and recycling. The performance has improved significantly during quarter four with a performance figure of over 93% compared with the previous quarter's outturn of 76%.</p>

2. Performance Summary

2.1 Improvement Plan Monitoring

The following table summarises the progress made to date and the progress against the desired outcome of the Council Improvement Priorities on which ICT & Customer Services lead.









KEYS



Progress RAG – Complete the RAG status using the following key: -

R	Limited Progress - delay in scheduled activity; not on track
A	Satisfactory Progress - some delay in scheduled activity, but broadly on track
G	Good Progress - activities completed on schedule, on track

Outcome RAG – Complete the RAG status using the following key: -

R	Low - lower level of confidence in the achievement of outcome(s)
A	Medium - uncertain level of confidence in the achievement of the outcome(s)
G	High - full confidence in the achievement of the outcome(s)

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
1. To be a modern, efficient and cost effective public organisation through our four resource strategies - the Medium Term Financial Strategy, the People Strategy, the Asset Management Strategy and the ICT Strategy - whilst ensuring our local taxes and fees and charges are fair and affordable				
1.5 To extend agile working across the workforce	Mar-15			The change to the target date from March 12 reflects the date by which agile working is enabled across all relevant parts of the workforce.
1.6 To improve procurement practice and efficiency with the implementation of a modern electronic system (Purchase to Pay) a priority	Dec-11			
4. To achieve the highest standards of customer services and care through our Customer Service Strategy				
4.2 To shift more customers to self service forms of doing more business using new technology (Channel Shift)	Ongoing			
4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre	Mar-12			









5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups				
5.8 Introduce the Streetscene Customer Contact Centre and the Streetscene Service changes	Feb 2012			See Customer Service section 3.4.1

2.2 Strategic Assessment of Risks and Challenges (SARC)

The table below summarises the position of SARCs at the end of the reporting period.




Commentary is included in section 3 for those SARCS: -

- that are showing a Red RAG status
- where the RAG status has changed since the last reporting period
- where the Green Predictive Date has changed since the last reporting period
- where there has been considerable change or additions of secondary risks and activity



SARC	Previous RAG Status	Current RAG Status	Green Predictive
CG08 ICT Strategy See ICT Section 3.1.2			Maintained
CG09 Information Governance See ICT Section 3.1.2			Maintained
CG13 Customer Focus			Maintained
CG18 Procurement			March 2013





2.3.1 Performance Indicators and Outcome Measures

The status of the indicators are summarised for the year end below:

	0		2		4
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Graphs and commentary are included section 3 for those indicators shown with a RAG status of either Amber or Red. An asterisk (*) indicates that the indicator is an *improvement* target.

ICT							
Indicator	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	Annual Target	Annual Outturn	RAG	Changes eg: Improved / Downturned
ICTM1 Helpdesk Calls fixed on time	92.66%	94%	89.66%	94%	93%		Downturned
ICTM2 Helpdesk Calls resolved at first point of contact	27.66%	35%	21.66%*	35%	27%		Downturned

Customer Services							
Indicator	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	Annual Target	Annual Outturn	RAG	Changes eg: Improved / Downturned
Aim to answer switchboard telephone calls within 15 seconds	97.91%	98.0%	98.42%	98.0%	98.2%		Improved
Answer direct dialled telephone calls within 15 seconds	90.94%	No target set	90.55%	No target set	90.99%		Maintained
Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)	75.76%	93.0%	93.72%	93.0%	89.39%		Improved
*CUSM1 % of Complaints completed within 10 working days (all directorates)	76.3%	80.0%	77.9%	80%	76.0%		Improved

2.3.2 Improvement Target Action Plan Monitoring

Ref	Action & Planned Completion date	Progress
CUSM1	Identify issues for directorate managers to action in their respective areas	✓
	Undertake a review of complaints handling as part of the Lean process review to identify improvements leading to improved performance	✓
	Monitor performance against complaints providing support to service areas as necessary	✓
	Identify performance improvement areas via regular quarterly reports to directorate contact officers providing an overview for their service areas in comparison to the wider Council	✓
	Identify improvements in recording and monitoring complaints via CRM development	✓

2.4 Key Actions from Service Plan Monitoring

The following table shows which areas have incurred slippage or have been subject to a revised timetable and references the page number where commentary can be found to further explain the slippage/revised timescales: -

Improvement Area	Progress	Commentary
ICT		
1. Organisational Change 1a. Support Organisational and Service change 1b. Enable the corporate Agile Working project and implement associated technology changes 1c. Redevelopment of CRM solution with focus on Streetscene services	✓	
2. Managing the Service 2b. Review of current Helpdesk solution 2g. Identifying Directorate ICT Issues and Aspirations	✓	
8. Telephony Phased pilot roll out of IP Telephony and Unified Communications	✓	See ICT Section 3.1.3
16. Website Implement website enhancements based upon Socitm Better Connected report and requirements of Channel Shift project.	✓	See ICT Section 3.1.3
22. e-Procurement Implement P2P e-Procurement Solution linked to xchangewales	✓	
31. Flintshire Futures – Printers and Printing project	✓	See ICT Section 3.1.3
34. Datacentre Investigate Datacentre tier status in relation to shared or collaborative services.	✓	
42. Collaboration Proactive engagement and involvement in regional and collaboration activities	✓	See ICT Section 3.1.3
43. New Systems Replace in-house developed Committee Admin System	✓	Modern.Gov Committee Admin system implemented
Customer Services		
Implementation of the Customer Services Strategy agreed by Executive. Strategic priorities: Developing Integrated Service Channels, Putting the Customer First,	✓	

ICT & Customer Services Quarterly Performance Report

Supporting and Managing Change and Transforming the Business.		
Introduce contact centre style working starting with street scene services.	✓	
Improve arrangements for visitors to Council offices by reviewing customer access points - engagement with the Flintshire Connects project.	✓	Flintshire Connects
Introduce Customer Service Standards across all services together with monitoring and reporting processes starting with Street Scene services.	✓	Ongoing
Revise customer care policy and standards to meet the requirements of the Cabinet Office Government Standard – Customer Service Excellence and the Welsh Assembly Government’s Building Better Customer Service Principles.	x	Work hasn't started yet but not considered a priority
Launch a Customer Relationship Management System.	✓	Went live in March alongside contact centre for Street Scene.
Increase use of the Council Website. Increase the range of electronic services and improve design and content quality with the objective of attracting more visitors to the website away from the traditional customer access channels. Ensure other methods of electronic access are given equal consideration e.g. text and social networking sites.	✓	
Re-launch of the council’s complaints procedure and processes in line with the All Wales guidance due to be published and the outcome of the Lean review of the council’s complaints system.	✓	Planned go live from April, 2012
Introduce the ‘Tell Us Once’ initiative providing the facility for customers to notify government agencies of a death at one point of contact.	✓	Implemented November, 2011
Gather information relating to service specific customer satisfaction levels and introduce methods for measuring customer satisfaction where there are gaps.	x	Being included within various projects e.g. Flintshire Connects & Channel Shift.
Implement the outcome of the review of the customer services team structure.	✓	Assimilation taken place. Results on grades delayed due to Job Evaluation

2.5 Internal & External Regulatory Reports

The following internal or external audit/regulatory work has been completed during the quarter and the outcome of the work can be summarised as follows. Negative outcomes should be discussed in more detail in section 3 and page numbers are referenced in the table below.


Undertaken By	Title & Date Report Received	Overall Report Status
WAO	Study on the use of Information Technology	N/A

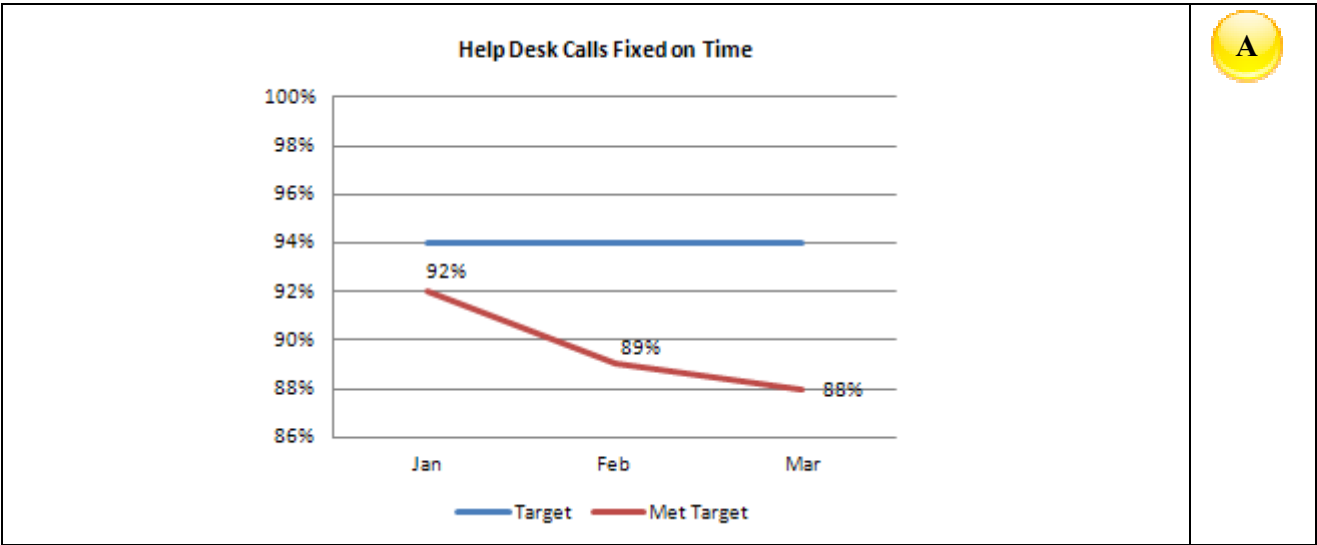
3. Exception Reporting


3.1 ICT

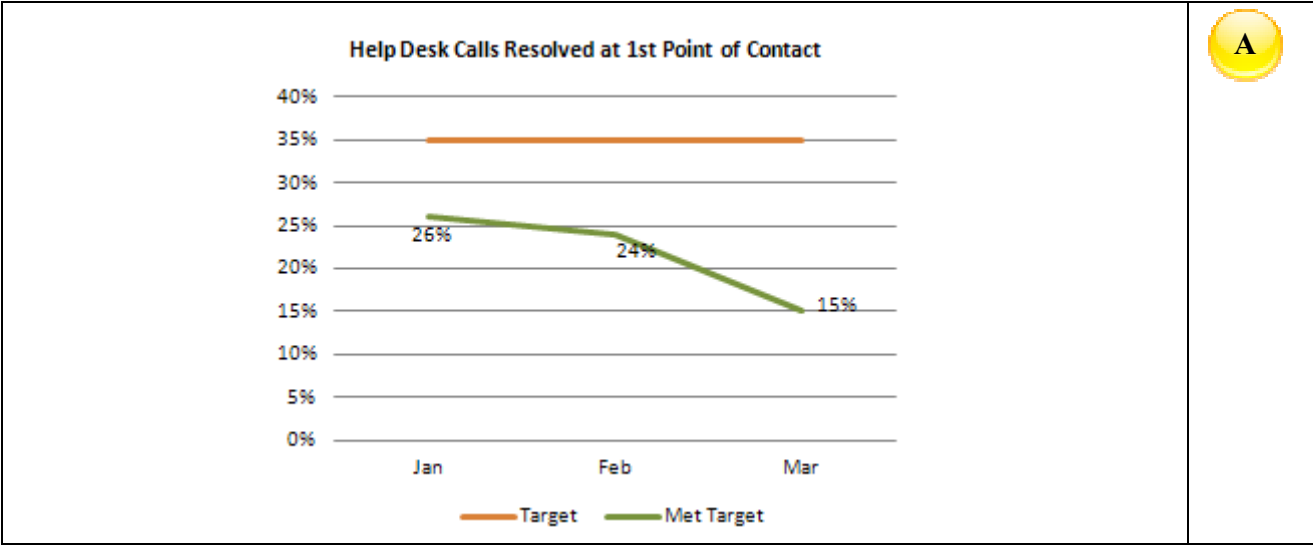
3.1.1 Performance

Performance for Quarter 4 showed an average of 89.66% for calls resolved in agreed timescales below the target of 94%. This is due to reduced staffing resources available to resolve calls on time and also demand from Directorates and Corporate change projects. ICT Management Team are focussed on this area with additional temporary resources recruited to ensure that the target is once again achieved. Calls resolved at first point of contact are down on the previous quarter at 21.66%. This is artificially lower due to an issue with an agency staff member not logging calls that were being resolved and action has been taken to prevent this happening in future. Again this target is not being achieved and whilst there are efforts taking place to move more technical tasks to the service desk, this is set against a culture shift towards self service which reduce the type of calls that can be resolved at first point of contact. This KPI will be reviewed shortly as its relevance is questionable and a target to reduce the overall number of calls logged with the ICT Service desk would be more appropriate and in line with LEAN principles.

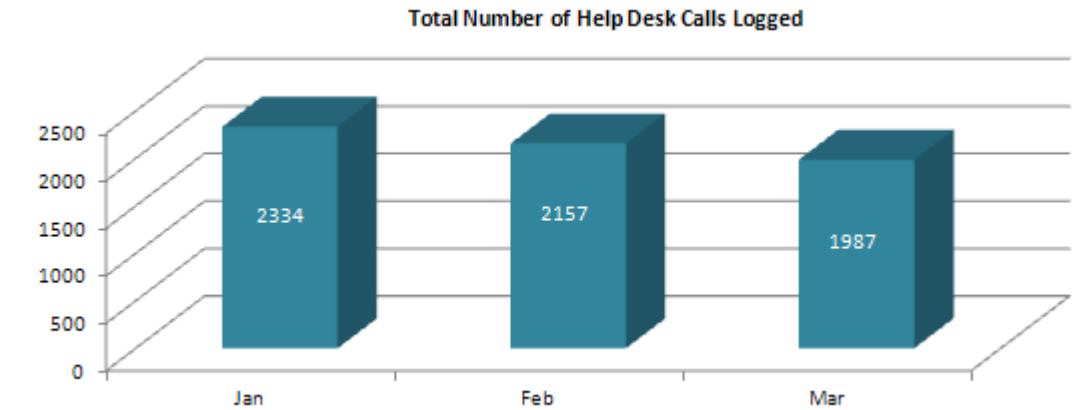
	ICTM1 Helpdesk Calls fixed on time
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	<p>ICTM2 Helpdesk Calls resolved at first point of contact</p>
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Call volumes were 6,478 in Q4 compared with 6,022 in Q3, a rise of 7.5%



In relation to customer satisfaction with the helpdesk and second level support immediately following incident resolution, we have maintained high levels of performance with the overall service provided by the helpdesk scoring an average of 4.73 out of a maximum of 5.0, and for second level support 4.63.


Customer satisfaction data is based upon the surveys completed by customers when helpdesk calls are signed off and all service users are asked to complete the survey. Each month there are around 100 responses or roughly 5% of total calls logged. The satisfaction scores are split so that we can see the satisfaction levels with the Helpdesk Assistants who answer our customer’s calls and also our Technical Analysts (2nd level support).

ICT & Customer Services Quarterly Performance Report

	Helpdesk Service Satisfaction
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Helpdesk Service Satisfaction

	The speed of answering your telephone call to the Help Desk	The Help Desk Analyst's understanding of your problem or request	The Help Desk Analyst's courtesy and professionalism	The time it took the Help Desk Analyst to resolve your problem or request	The overall service provided by the Help Desk on this occasion
Jan	4.3	4.8	4.7	4.8	4.7
Feb	4.5	4.8	4.8	4.8	4.8
Mar	4.4	4.7	4.8	4.8	4.7

	2 nd Level Support Satisfaction
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2nd Level Support Satisfaction

	Following your telephone call to the Help Desk, the time it took for an ICT Analyst to make initial contact with you	The ICT Analyst's ability and knowledge	The ICT Analyst's courtesy and professionalism	The ICT Analyst in keeping you up to date with progress	The time it took the ICT Analyst to resolve your problem or request	The overall service we provided on this occasion
Jan	4.5	4.7	4.7	4.6	4.6	4.6
Feb	4.6	4.8	4.8	4.7	4.7	4.7
Mar	4.5	4.7	4.7	4.6	4.5	4.6

3.1.2 Strategic Assessment of Risks and Challenges

CG08 ICT Strategy

Priorities focused on major change projects associated with organisational redesign and Flintshire Futures as well as opportunities for collaboration..

CG09 Information Governance

Focus remains on Electronic Document & Records Management System (EDRMS) to support Flintshire Futures. Technical delays to the project escalated with supplier Civica. Task and Finish group investigating and reporting on use of Mobile technologies such as iPad's and Android devices to develop standard offerings.

3.1.3 Service Plan Updates

8. Phased pilot roll out of IP Telephony and Unified Communications

There have been delays to the pilot and wider roll-out of the IPT solution due to supplier technical difficulties. These are now resolved and the IPT solution is being rolled out across the council.

16. Website

The website was awarded a 3 star rating in the annual SOCITM Better Connected report which reviews all Council Websites in the UK, this is an improvement on last year when we were rated as 2 stars. The Planning section of the website was highly commended as an example of best practice across the UK.

31. Flintshire Futures – Printers and Printing Project

Work continues on this project and meetings have taken place with suppliers to investigate the feasibility of rationalising the printing and photocopying estate through the use of Multi functional devices. A pilot is currently underway in Corporate Services to assess the current printing requirements, printer and photocopier usage and the number of devices installed. The outcome of this baseline assessment will be proposals for the rationalisation of these devices. This can then act as a template for the rest of the organisation.

42. Proactive engagement and involvement in regional and collaboration activities

Flintshire is taking very much a lead role in local, regional and national collaborative activities and has representation and lead roles on many groups and collaborative projects. Capita One schools management system regional hosting – Flintshire selected to host the regional system – being implemented, due to go live September 2012

Service desk – collaborative project to standardise systems across 6 North Wales authorities

Desktop Standardisation – project looking at standard hardware and software builds to enhance service, reduce complexity and costs. Hardware contract let for North Wales standardising on common supplier, manufacturer and specification. Savings across the region estimated at £300,000 per annum based on 2010/11 volumes.

Disaster Recovery – Flintshire is leading a project to look at reciprocal arrangements and a single supplier agreement for those authorities where reciprocal won't work.

3.2 Design and Print

The transition to the new arrangements for ordering graphic design and printing requirements is complete.

A new smaller Graphic Design and Print team is now part of the Council's Corporate Communications Unit, working exclusively for Flintshire. No internal re-charges will now be made for graphic design services.

Service users will be charged for print and this will be sourced either internally from the ICT Digital Print Service or from external printers who are listed on the North Wales Procurement Printing framework. This framework is collaboration between all the six North Wales councils and ensures value for money and quality.

The existing print machinery was successfully sold.

The unit has now been formally closed down, all staff have transferred to their new roles or have left the organisation and the vacant space will be looked at by the Asset management team. In terms of staff 12 staff were successfully transferred to another post within the organisation with only 3 being made redundant.

3.3 Procurement

3.3.1 General Update

The electronic procurement system (P2P) went live within Corporate Services on the 1st December, 2011 as planned. A plan to roll out to the rest of the organisation from April 2012 is currently being developed.

The report on extending regional procurement collaboration was presented to the regional management board on 13th September, 2011. The report contained 5 options with varying degrees of ambition and efficiencies. Following consideration by Finance Officers and Chief Executives it was decided to revisit and confirm the assumptions on influencable spend and staffing. The revised business case will go back to Chief Executives in July 2012. The shared arrangement with Denbighshire for the Head of Procurement post is continuing with wider team collaboration between the 2 councils being considered depending on the outcome of the regional business case.

As part of Flintshire Futures an ambitious plan has been developed to strengthen the procurement function, introduce further e-procurement tools, skill up staff in procurement and introduce category management. Further details of these proposals will be included in the Q1 2012/13 performance report.

3.3.2 Strategic Assessment of Risks and Challenges ***CG18 Procurement***

Green predictive date of March 2013 reflects the anticipated completion of the P2P implementation and the outcome of the regional and national procurement studies which will inform the outcomes of the procurement review locally and arrangements going forward.

3.4 Customer Services

3.4.1 Improvement Priority Monitoring

Introduce the Streetscene Customer Contact Centre and the Streetscene Service changes.

The Streetscene Customer Contact Centre went live on Monday 5th March. All telephone calls that were previously directed to a range of officers, services and telephone numbers are now answered at one point of contact for all Streetscene services. The single telephone number has been publicised as part of the Streetscene marketing material.


Processes have been introduced to ensure that all enquiries are recorded and transferred to the appropriate service area for action. This is to be further improved as detailed work on processes, procedures, standards and scripting is carried out.

Contact Centre staff that do not currently have the NVQ Level 3 in Customer Care will commence the training shortly. This ensures that the team are all trained to the minimum standards required.

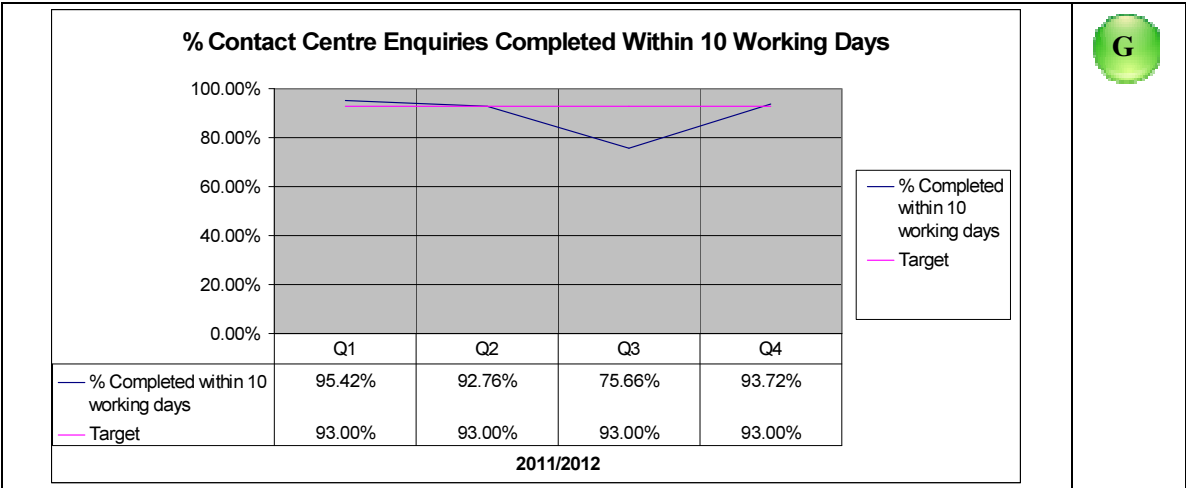
A dedicated Welsh language service is offered and every effort is made to ensure that Welsh language calls are dealt with by a Welsh speaker. This is an area that requires improvement so all future vacancies within the contact centre will be advertised as Welsh speaking essential until we are confident that a fully bilingual service can be provided.

Specialist software is used within the contact centre to monitor performance. Specific performance reporting for the contact centre will begin with effect from 1st April, 2012.

The contact centre staff will formerly transfer across to the Customer Services Division with effect from 1st June, 2012.

	Local Indicator - Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)
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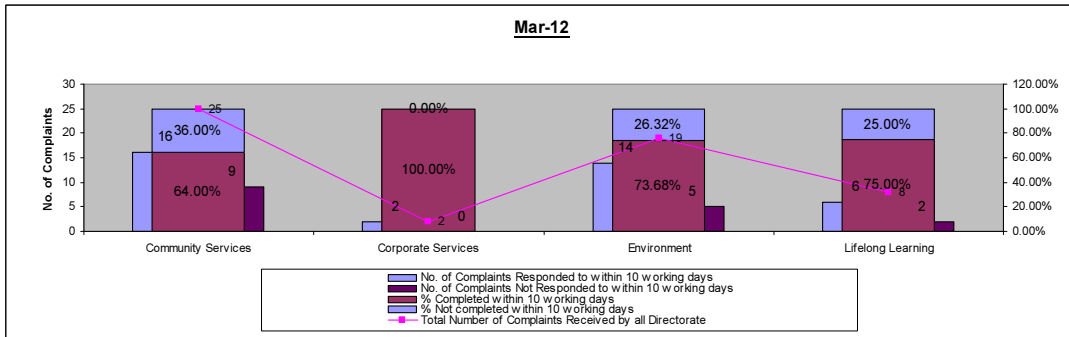
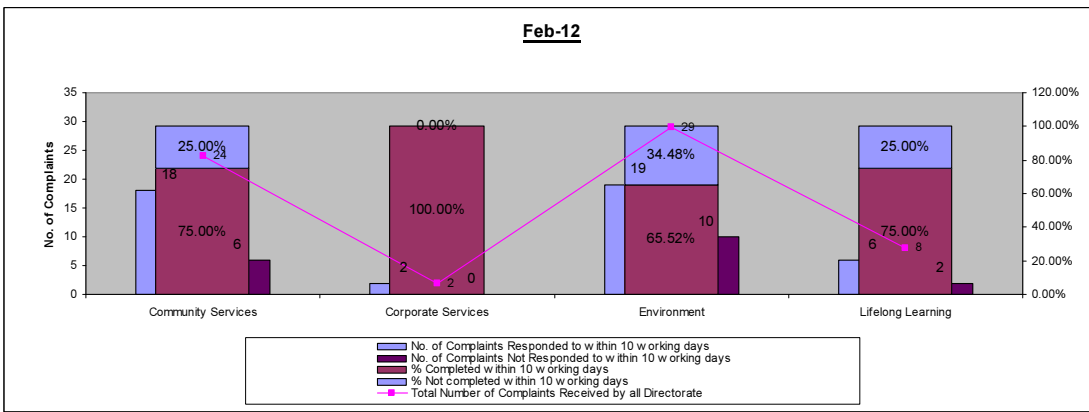
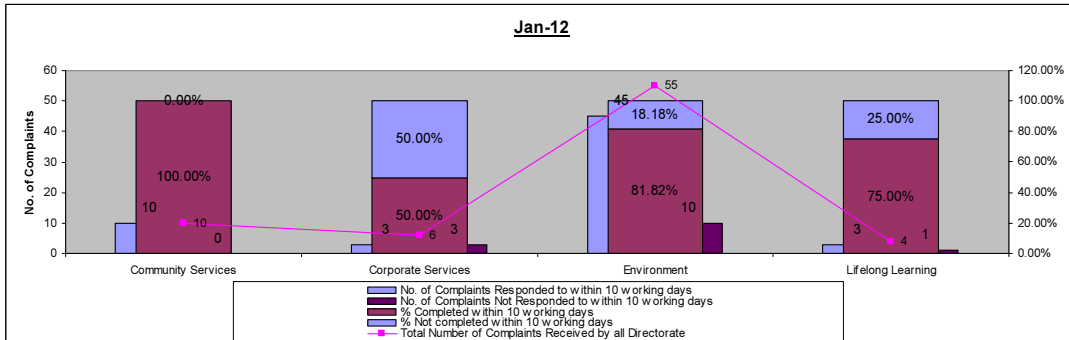
The number Virtual Contact Centre enquiries for quarter four continues the trend of increasing against the previous quarter (from 3532 to 3862). The majority of these additional enquiries being in connection with the Refuse and Recycling service. Performance for Virtual Contact Centre enquiries has improved dramatically during the past quarter. The 3 months in Q4 resulted in is a predicted outturn in line with previous quarters' statistics for Q1 and Q2.





CUSM1

% of Complaints completed within 10 working days (all directorates)



Directorate Averages - Quarter 4 (2011-12)		
(Compared to Q3)		
Community Services	79.67%	14.90%
Corporate Services	83.33%	20.83%
Environment	73.67%	-5.15%
Lifelong Learning	75.00%	-9.13%

ICT & Customer Services Quarterly Performance Report

Additional service data for Customer Services areas which have no formal performance indicators:

Registration Service

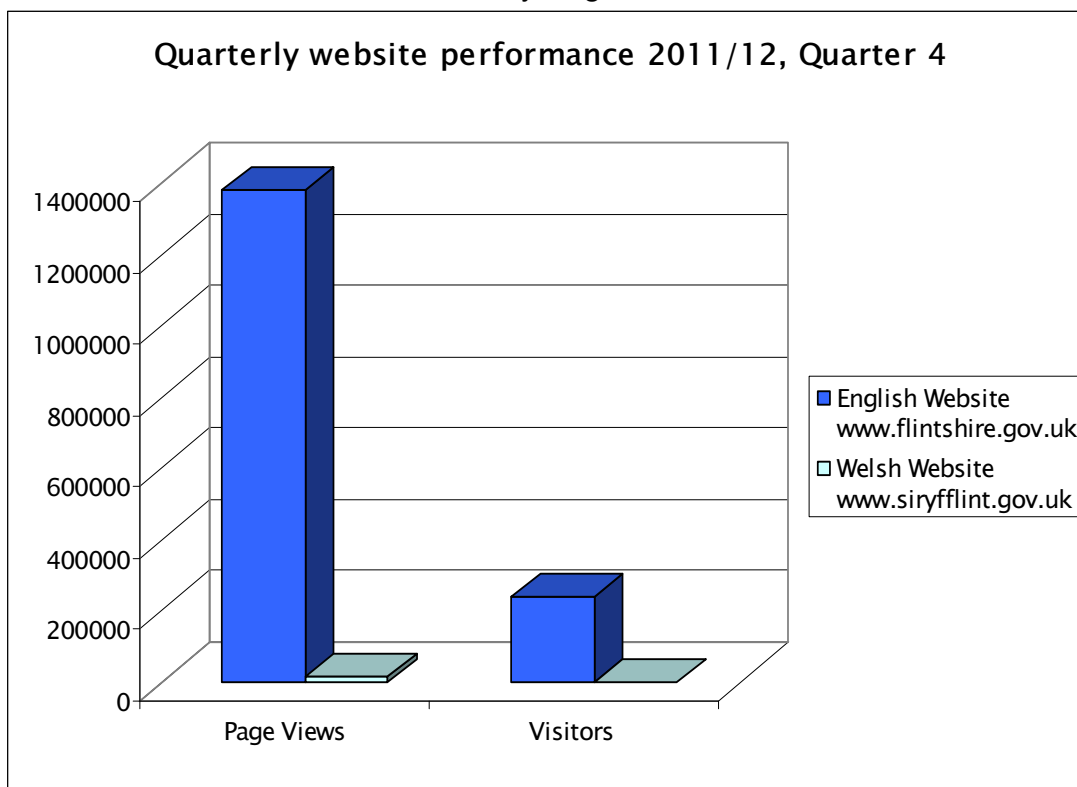
Flintshire Registration Service 2011-12

Flintshire Registration Service performance data for quarter four, January - March 2012:

BIRTHS	
No. of Births Registered in Flintshire	11
No. of Births Registered by Declaration	273
DEATHS	
No. of Death Registrations	177
No. of Deaths Registered by Declaration	3
MARRIAGES	
No. of Notices of Marriage	298
No. of Marriage Ceremonies held in the Register Office	24
No. of Marriage Ceremonies held in Approved Premises	32
No. of Registrar attended Church marriages	2
CIVIL PARTNERSHIPS	
No. of Civil Partnerships held in the Register Office	2
No. of Civil Partnership Ceremonies held in Approved Premises	2
No. of Notice of Civil Partnership	4
BRITISH CITIZENSHIP	
No. of Citizenship Ceremonies held in the Register Office	6
No. of New British Citizens in Flintshire	12
CELEBRATORY SERVICES	
No. of Naming Ceremonies held in the Register Office	0
No. of Renewal of Vows Ceremonies held in the Register Office	1
No. of Naming Ceremonies held in Approved Premises	1
No. of Renewal of Vows Ceremonies held in Approved Premises	1
COPY CERTIFICATES	
No. of Copy Certificates Issued by the SR	292

Website

During the Report Period: Quarter 4 – January – March 2012 we received nearly 243,000 (242,981) visitors to our website compared to Q3 of 171,000 (171,803) visitors, showing a significant increase of 41.43%. We also had over 1,399,000 (1,399,225) page views compared to 996,468 in Q3, again showing a similar increase of 40.41%. This increase in the number of visitors is likely to be attributed to the new managed weekly collection for recycling and refuse where visitors to the website seek information on the new service and collection dates for their waste or recycling.



Website Statistics - Quarter 4 (2011-12)		
(Compared to Q3)		
Visitors to English website	240,656	+41.83%
Visitors to Welsh website	2,325	+9.41%
Page Views - English website	1,381,102	+40.77%
Page views - Welsh website	18,123	+17.75%

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Quarterly Performance Report – Legal & Democratic Services

Report Author Gareth Owens
Report Date June 2012
Report Period Quarter 4: 1st January 2012 to 31st March 2012




Introduction

The report is produced on a quarterly basis and provided to Executive members for review and assurance and will be available for Overview and Scrutiny Committees as part of their Forward Work Programmes.

The report consists of an overview of the key messages to highlight across all work streams in Legal & Democratic Services, which is followed by highlights from each service area. Parts 2 and 3 of the report include an assessment of performance in the quarter from the following sources:

- Improvement Plan Monitoring
- Strategic Assessment of Risks and Challenges
- Performance Indicators and Outcome Measures
- Improvement Target Action Plan Monitoring
- Key Actions from Service Plan Monitoring
- Internal and external regulatory reports
- Customer satisfaction and feedback
- Awards and accreditations
- Resource Management (HR, ICT, Finance, Assets)

RAG Status

RED equates to a position of under-performance, downward trend, non-achievement of target, non-achievement of action milestones.	
AMBER equates to a mid position where improvement may have been made (i.e. improved trend) but the target for the year is unlikely to be reached, or where action milestones have been deferred or narrowly missed.	
GREEN equates to a position of positive trend on performance, meeting target and achieving action milestones.	

1. Foreword

Report highlights for this quarter: -

<p>Corporate Governance</p>	<p>During this quarter the Corporate Governance Officer Working Group submitted a report to CMT. The first part of this report covered the annual update of the Code of Corporate Governance which was subsequently referred to the Constitution Committee meeting of the 28 March and the various updates agreed. The second part of the report to CMT concerned new arrangements for undertaking Corporate Governance self-assessments by all Heads of Service to inform the preparation of the Annual Governance Statement. This was agreed by CMT and the questionnaires sent out on the 22 March for completion and return by the 22 April.</p>
<p>Members</p>	<p>Preparations are continuing for the County Council/Town & Community Council elections on the 3 May and for subsequent induction arrangements. These include for County Council Members formal and informal briefings, Member mentoring, regional training events and the Your Council event following the annual meeting.</p> <p>The results of the pilot on the Member use of electronic devices was reported to the Member Development Working Group on the 10 February 2012 when it was decided that for various reasons there should be a further pilot of different technology later in the year.</p>
<p>Standards and Ethical Framework</p>	<p>The Monitoring Officer and the Chair of the Standards Committee attended the North Wales Standards Committee Forum on the 13 February. The content of the meeting and the topics discussed were relayed to the full Standards Committee on the 20 February.</p> <p>The Standards Committee met once during this quarter.</p> <p>No further updated guidance has been received concerning the Members' Code of Conduct or Local Resolution Protocol from the Public Services Ombudsman's office. This is still awaited.</p> <p>The long running Adjudication Panel matter (in respect of a complaint concerning a County Councillor) sat only once, on 23 February to complete the evidence of a particular witness. The Hearing has not resumed thereafter and there are no further scheduled dates for resumption.</p> <p>A separate Adjudication Panel sat between 24 –27 January inclusively to adjudicate on a complaint regarding a Town Councillor who was also a County Councillor. The complaint concerned his Town Council role. The Panel concluded that there had been a breach of the Members' Code by the Councillor and suspended him from his Town Council role until the expiry of his term of office in May.</p> <p>The Council was notified by the Ombudsman of one complaint made against a County Councillor relating to the Code of Conduct.</p>

The Standards Committee sat in an adjudication capacity in respect of a matter which had previously been referred to them by the PSOW's office regarding a Town Councillor. The Committee concluded that the Councillor had been in breach of the Member's Code, however no sanctions were imposed. A Notice of Decision was issued and disseminated in accordance with the relevant legislative provisions.

Other highlights by service area are as follows: -

Legal Services

- 0 new Employment Tribunal claims, 1 former claim settled.
- 546 existing equal pay claims made against the Council
- 33 parking prosecutions, 21 concluded and 12 ongoing.
- 8 new benefit fraud prosecutions, 6 concluded and 24 ongoing.
- 0 education prosecutions re non attendance, 1 concluded, 0 ongoing.
- 2 ongoing litigation cases involving antisocial behaviour. 1 listed for trial on 30 April but was adjourned by the court for the first available date after the 2 July due to pressures in the courts' timetable and one listed for 14 May 2012. A possession order was successfully obtained in relation to another case relating to antisocial behaviour, which has now been enforced by execution of a warrant for possession. 2 without notice applications for injunctions made by the council against a council tenant and another resident who is not a council tenant (in respect of antisocial conduct) and both applications have been granted by the court. One of the defendants has applied to have the injunctions set aside and a hearing has been listed to have the application heard on the 13 June and appropriate directions ordered. There has been an appeal to the county court against a review decision of the Council in respect of the suitability of accommodation offered to a homeless applicant which was upheld by the court on the basis that there had been a procedural irregularity in the decision. 4 four possession orders made in respect of trespassers (unauthorised gypsy/traveller encampments) and there is a further claim for an order in progress.
- 5 new prosecution cases: 2 Planning enforcement prosecutions, 2 Trading Standards prosecutions and 1 private nuisance litigation (defending). 3 ongoing cases: 1 Health and Safety prosecution, 1 Health and Safety appeal (defending) and 1 Planning enforcement prosecution. 3 cases were closed: 1 noise abatement prosecution (dismissed in favour of FCC), 1 Planning enforcement prosecution (convicted) and 1 Licensing appeal (concluded and resolved in court by way of consent order).
- 7 school admission appeals were held, 1 withdrew.
- 7 new child protection cases on file.
- Voluntary registration of Council land with HM Land Registry – 25 applications for first registration.

	<p><u>Waste Partnership</u>: The three Bidders involved in the North Wales Residual Waste Project have now submitted their Detailed Solutions (on the basis of a combined road and rail mode of transport which was chosen at the last Joint Committee) which are to be evaluated against the published Evaluation Criteria. After the deselection of one of the bidders, the announcement of the identity of the two remaining Bidders to proceed in the competitive dialogue process will be made in June/July 2012. Thereafter once finalised, the call for Final Tenders will be made in or around November of 2012.</p> <p><u>North Wales Authorities Legal Services Collaboration</u>: The Project Manager, Ian Simpson, has continued to drive forward the above project, although his contract will end at the end of April. A very successful meeting of legal services staff from all six North Wales authorities was held at Venue Cymru, Llandudno, on 22 February, when the aims and objectives of the project were explained to staff, and special interest groups, initially across six subject areas, were established. The project has been operational since 1 April, initially on the basis that, before any authority contracts with a private sector supplier, we will always check whether a neighbouring council in the collaboration can help, keeping a record of all the good examples we put into practice and the saving that this brings. Further progress is dependent upon the outcome of a bid made by the Project for European Social Fund grant aid. The outcome of the bid is anticipated on 24 April. In the meantime, the North Wales Support Services Programme Board at its meeting on 30 March endorsed the work carried out so far by the Project Team and Project Board.</p>
<p>Democratic Services</p>	<p>Committee Services: The new Committee Administration System, Modern.gov, went live on 17 March. Positive feedback has been received from Members on the new look and format of agendas. Following the elections on 3 May, all of the new Members' details will be input into the system.</p> <p>4th Quarter Meetings: 66 meetings of the Council, Executive, LSG, Overview and Scrutiny Committees and other committees. (Jan 26, Feb 18, March 22).</p> <p>Electoral Registration and Elections: The team have been busy coordinating the County, Town & Community Council elections for the 3 May 2012.</p> <p>Civic and Members' Services: The focus for this quarter was undoubtedly the arrangements for the Civic Dinner, which was held on 30 March at Deeside College. Working closely with the Chair of Council, Cllr Hilary McGuill, the team introduced a number of changes to the dinner this year which proved to be popular and resulted in some excellent feedback.</p> <p>The Chair in her speech set an ambitious fund raising target for the evening of £2,000. The table raffle raised £1,167 and the auction £1,090, so the target was exceeded by over £250.</p>

During the quarter, the Chair and Vice-Chair attended over 70 external functions, representing the County.

Member and Support Development: Following on from the positive feedback in 2008 about regional induction events, arrangements have been made for two events which have been organised by a group of officers from across the North Wales Authorities, led by our Chief Executive and co-ordinated by the Member Engagement Manager. These will take place in June and September, with a further session in November from the Welsh Local Government Association. We have also liaised with the Betsi Cadwaldr UHB about the induction training which they propose to offer to Members.

Cllr Neville Phillips as Chair of the Member Development Working Group and the Member Engagement Manager attended the joint meeting of Members Champions and Member Support Officers Networks which was held in Rhyader in March.

Overview & Scrutiny: The budget process continued with a sequence of Overview & Scrutiny Committees considering how the proposals would impact upon the service areas within their respective remits. Whilst the process is labour intensive, it provides a high level of transparency and reassurance.

In the last quarter of the Council's life there is an inevitable feeling of things winding down as it is not feasible to start new pieces of work. However, it should be emphasised that work on such major topics as Streetscene have continued. In the last week of March, a joint meeting of Lifelong Learning & Social & Healthcare was held to consider Children's Services issues. That week also saw representatives of the Betsi Cadwaladr University Health Board attend a meeting for an in-depth examination of progress being made.

At the last meeting of the Corporate Resources Overview & Scrutiny Committee, the point was made that there had been an under-spend on out of county placements for seven consecutive months. It was felt that both the Corporate Resources and Lifelong Learning had contributed to this reduction, with a very well worthwhile workshop having been held to examine all of the issues.

RIPA: 3 covert surveillance authorisations were granted under the Regulation of Investigatory Powers Act. These were all issued by Trading Standards to establish compliance with various legislation.

2. Performance Summary

2.1 Improvement Plan Monitoring

Council Priority	Target Date	Progress RAG	Outcome RAG	Commentary
There are no improvement priorities for which this service is the lead.				

2.2 Strategic Assessment of Risks and Challenges (SARC)

At present there are no SARCs for which Legal & Democratic Services is primarily responsible.

2.3.1 Performance Indicators and Outcome Measures

There are no improvement targets for this service at present.

Management Information

Freedom of Information Requests: Legal & Democratic Services advise on a considerable number of FOI requests received by the Council.

Total number of FOIs received by FCC, by month January to March 2012

Directorate	January	February	March	Total
Chief Executive's	1	2	1	4
Environment	24	12	16	52
Finance	13	14	8	35
Housing	6	4	4	14
Human Resources	4	6	6	16
ICT Services	6	0	8	14
Legal & Democratic Services	4	2	6	12
Lifelong Learning	7	14	15	36
Social Services	7	7	12	26
TOTALS	72	61	76	209

Total Number of FOIs responded to by FCC between Jan-March 2012

Lead Directorate	Number of request received in period Jan-March	Number of requests determined within 20 day response time	Therefore % determined within the 20 day response time *
Chief Executive's	4	4	100%
Environment	52	49	94%
Finance	35	30	86%
Housing	14	13	93%
Human Resources	16	12	75%
ICT Services	14	12	86%
Legal & Democratic	12	12	100%
Lifelong Learning	36	32	89%
Social Services	26	24	92%
TOTALS	209	188	90%

FOI Requests 1.10.09 – 31.12.11:

	1.10.09 to 31.12.09	1.1.10 to 31.3.10	1.4.10 to 30.6.10	1.7.10 to 30.9.10	1.10.10 to 31.12.10	1.01.11 to 31.3.11	1.04.11 to 30.6.11	1.07.11 to 30.9.11	1.10.11 to 31.12.11
Number of requests received	155	154	127	167	161	211	170	181	186
Number of requests determined within time	129	118	102	135	129	200	164	168	165
% of requests determined within time	83%	77%	80%	80%	80%	95%	96%	93%	88%

Total number of EIRs received by FCC, by month Jan-March 2012

Directorate	January	February	March	Total
Chief Executive's	0	0	0	0
Environment	33	27	53	113
Finance	0	0	0	0
Housing	0	0	0	0
Human Resources	0	0	0	0
ICT Services	0	0	0	0
Legal & Democratic Services	0	0	0	0
Lifelong Learning	0	0	0	0
Social Services	0	0	0	0
TOTALS	33	27	53	113

Total Number of EIRs responded to by FCC between Jan-March 2012

Lead Directorate	Number of request received in period Jan-March	Number of requests determined within 20 day response time	Therefore % determined within the 20 day response time *
Chief Executive's	0	0	
Environment	113	109	96%
Finance	0	0	
Housing	0	0	
Human Resources	0	0	
ICT Services	0	0	
Legal & Democratic	0	0	
Lifelong Learning	0	0	
Social Services	0	0	
TOTALS	113	109	96%

2.3.2 Improvement Target Action Plan Monitoring

Benchmarking/Improvement Targets

The Division has no improvement targets to measure against but data is being collected on an all Wales basis to compare a number of key features relating to Legal Services. This information will be analysed and published during 2012/13.

2.4 Key Actions from Service Plan Monitoring

Key - ✓ on track, ✗ behind schedule, C completed

Improvement Area	On-track?	Commentary
Monitor implementation of the Commons Act 2006 procedures in relation to common land	✓	Further announcement is awaited from Welsh Government as to the implementation of the 2006 Act.
Rights of Way Cases	✗	Prioritisation of cases has not yet been agreed with the Assets and Transportation Section. The Streetscene review may be continuing to impact upon the Rights of Way Section.
Registration of all housing revenue land by the date of the ballot of tenants	✓	Good progress continues to be made and a number of applications for first registration have been sent to Land Registry. However, some areas that are yet to be registered still need to be identified.
To implement a new Electoral Registration and Election Management System	✗	See 3.1 below
Plan and organise the Police and Crime Commissioner Elections in November 2012	✓	

2.5 Internal & External Regulatory Reports

Undertaken By	Title & Date Report Received	Overall Report Status
Internal Audit Report (CS0130R1)	Community Services Follow Up – Charges on Clients Properties October 2011	Final – see 3.2 below
There were no regulatory reports for Legal and Democratic Services during the 4 th quarter.		

3. Exception Reporting

3.1 Electoral Registration and Election Management System

A joint tendering exercise undertaken by Conwy CBC, Wrexham CBC and Flintshire proved abortive. Subsequently an exemption has been sought and granted under Contract Procedure Rules to secure a system from another supplier.

3.2 Internal Audit Report (CS0130R1) – Charges on Client Properties

Recommendation	Management Comment	Implementation Date
3.1.2 Legal Services and Community Services should endeavour to recover the monies owing to FCC as a result of client's property being sold before the costs of the individual's case had been deducted from the proceeds of the sale.	Legal Department will continue to chase to recover the monies due and which is protected by the registration of a charge.	Ongoing
The Charges on Client Properties meetings that are held between the Community Services and Legal Departments should continue to be undertaken twice a year. Action Points arising from each meeting should be documented and progress against these actions should be monitored at the next meeting.	Meetings are arranged between departments and minutes will be taken accordingly.	Immediate
The Legal Service database should be kept up to date to ensure that Community Services have access to the latest developments with each case.	This is part of ongoing case management and will be relayed to all individual officers.	Immediate

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Strategic Assessment of Risks & Challenges' RAG Summary (Refresh)

Risk Reference	Risk Title	2011-2012					Predictive Green/Amber
		Q4	Q1	Q2	Q3	Q4	
	Community Leadership	Mar 11	June 11	Sept 11	Dec 11	Mar 12	
CL04	Affordable Housing	A	A	A	A	A	SEP 2012
CL05	Social Care For Older People	A	A	A	A	A	TBC
CL07	Relationship with Local Health Board & Public & Primary Health	A	A	A	A	A	APR 2013
CL08	Climate Change & Flood Risk Management	A	A		A	A	TBC
CL09	Economic Regeneration	A	A	A	A	A	TBC
CL10	County Town Network Regeneration & Protection	G	G	G	G	G	FEB 2011
CL11	Integrated and Public Transport Infrastructure (External)	G	A	A	A	A	FEB 2011
CL12	Skills Needs of Employers	A	A	A	G	G	OCT 2011
CL14	North Wales Regional Waste Treatment Partnership	A	A		A	A	2016/17
CL15	Clwyd Theatr Cymru (CTC)	A	A	A	A	A	TBC
	Council Delivery	Mar 11	June 11	Sept 11	Dec 11	Mar 12	Predictive Green/Amber
CD02	Streetscene	A	A	A	A	A	JUN 2012
CD03	Transition from UDP to LDP	A	A	A	G	G	DEC 2011
CD04	Planning Protocol	A	G	G	G	A	SEP 2011
CD05	Highways Infrastructure	A	A	A	A	A	TBC
CD06	Transport Arrangments For Service Users	A	A	A	A	A	DEC 2013
CD07	Depot Provision	A	A	A	A	A	DEC 2013
CD08	Connah's Quay, Shotton & Deeside Housing Renewal Area	A	A	A	A	A	MAR 2020
CD10a	Leisure - Revenue Funding			R	R	R	TBC
CD10b	Leisure - Capital Projects			A	A	A	SEP 2012
CD10c	Leisure - Play Strategy			A	A	A	DEC 2012
CD12a	Housing Strategy	A	A	A	A	A	APR 2012
CD12b	Housing Management	A	A	A	A	A	TBC
CD12c	Housing Repairs and Maintenance Services	A	A	A	A	A	APR 2012
CD12d	Homelessness	A	A	A	A	A	TBC
CD12e	Sheltered Housing	A	A	A	A	A	NOV 2013
CD14	Housing Ballot	A	A	A	A	G	TBC
CD19	Gypsies and Travellers	A	A	A	A	A	TBC
CD20	School Buildings/School modernisation	R	R		R		2018
CD22	School Improvement - Regional Project			A	A	A	TBC
CD23	Procurement of Independent Sector placements for looked after children	R	A	A	A	A	TBC
CD26	Disabled Facilities Grants	A	A	A	A	A	TBC
CD27a	Waste Management Targets/Food Waste Treatment Project	A	A	A	A	A	2016/17
CD27c	Waste Management Operations	A	A	A	A	A	2016/17
CD27d	Waste Management (AD Waste)	G	G	G		G	SEP 2010
CD34	Severe Winter Weather	A	A	A	A	A	TBC
CD37	Food Waste Treatment Project					A	2016/2017
CD38	Welfare Reform					R	TBC
	Council Governance	Mar 11	June 11	Sept 11	Dec 11	Mar 12	Predictive Green/Amber
CG05a	Asset Management - Strategic	A	A	A	A	A	2015/16
CG05b	Asset Rationalisation			A	A	A	2015/16
CG06	Medium Term Financial Strategy	A	A	A	A	A	TBC
CG07	Financial Management and Control	A	A	A	A	A	TBC
CG08	ICT Strategy	A	A	A	G	G	DEC 2011
CG09	Information Governance	A	A	A	A	A	TBC
CG10	Human Resources and Management	A	A	A	A	A	NOV 2012
CG11	Single Status and Terms and Conditions of Employment	A	A	A	A	A	NOV 2012
CG13	Customer Focus	A	G	G	G	A	JUN 2011
CG16	Workforce and Succession Planning	A	A	A	A	A	NOV 2012
CG18	Procurement	A	A		A	A	TBC
CG19	Business Continuity (including Winter Disruption)	A	A	A	A	A	APR 2012
CG22	Flintshire Futures			A	A	A	TBC
CG23	Data Protection					R	

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FLINTSHIRE COUNTY COUNCIL

REPORT TO: CORPORATE RESOURCES OVERVIEW & SCRUTINY
COMMITTEE
DATE: THURSDAY, 5 JULY 2012
REPORT BY: MEMBER ENGAGEMENT MANAGER
SUBJECT: FORWARD WORK PROGRAMME

1.00 PURPOSE OF REPORT

To advise on the Forward Work Programme for the Corporate Resources Overview & Scrutiny Committee.

2.00 BACKGROUND

2.01 Members will be aware that items can feed into a committee's Forward Work Programme from a number of sources. Individual 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; items can be referred by the County Council, or Directors can request that a committee gives a view on a particular topic.

2.02 In identifying topics for future consideration, it is useful to apply a 'test of significance'. This can be achieved by asking a range of questions, some of which could come from the following list, which is not intended to be exhaustive:

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

3.00 CONSIDERATIONS

3.01 Overview & Scrutiny presents a unique opportunity for Members to determine the Forward Work Programme of the committees of which they are members.

- 3.02 A copy of the provisional programme is attached at Appendix 1 for Members' consideration.
- 4.00 RECOMMENDATIONS**
That the committee considers the attached Forward Work Programme (see Appendix 1).
- 5.00 FINANCIAL IMPLICATIONS**
None arising directly from this report.
- 6.00 ANTI POVERTY IMPACT**
None arising directly from this report.
- 7.00 ENVIRONMENTAL IMPACT**
None arising directly from this report.
- 8.00 EQUALITIES IMPACT**
None arising directly from this report.
- 9.00 PERSONNEL IMPLICATIONS**
None arising directly from this report.
- 10.00 CONSULTATION REQUIRED**
Not applicable.
- 11.00 CONSULTATION UNDERTAKEN**
Publication of this report constitutes consultation.
- 12.00 APPENDICES**
Current Forward Work Programme (Appendix 1)

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

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Email: Robert.robins@flintshire.gov.uk

Corporate Resources Overview & Scrutiny Committee
FORWARD WORK PROGRAMME 2012/13

	SUBJECT	O&S FOCUS	REPORT FROM
Thursday 12th July 10.00	Medium Term Financial Strategy		HF
Thursday 13 th September 10.00	Q1 Performance Reporting Revenue Budget Monitoring 2012/13 Month 3		MEM HF
Thursday 11 th October 10.00	Revenue Budget Monitoring 2012/13 Month 4 Capital Programme 2012/13 Month 4		HF
Monday 19 th November 10.00	Revenue Budget Monitoring 2012/13 Month 5		HF
Thursday 13th December 10.00	Q2 performance reporting Revenue Budget Monitoring 2012/13 Month 6 Capital Programme 2012/13 Month 6 Strategic Assessment of risks and Challenges (SARC) mid year report Improvement Priorities mid year report		MEM HF CE/PPPM CE/PPPM

Corporate Resources Overview & Scrutiny Committee
FORWARD WORK PROGRAMME 2012/13

Thursday 17 th January 2013 10.00	Revenue Budget Monitoring 2012/13 Month 7		HF
21 st – 28 th January 2013	Budget meetings: dates to be determined		CE/HF/MEM
Thursday 14 th February 2013 10.00	Revenue Budget Monitoring 2012/13 Month 8 Annual Improvement Report 2012 by the Auditor General for Wales		HF CE/PPPM
Thursday 14 th March 2013 10.00	Q3 performance reporting Revenue Budget Monitoring 2012/13 Month 9 Capital Programme 2012/13 Month 9		MEM HF
Thursday 18 th April 2013 10.00	Revenue Budget Monitoring 2012/13 Month 10		HF

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Items to be scheduled as they become available

People Strategy, Asset Strategy, Customer Services Strategy, IT Strategy, the Compact, Procurement, Flintshire Futures.

Corporate Resources Overview & Scrutiny Committee
FORWARD WORK PROGRAMME 2012/13

Key to officer acronyms:

CE	Chief Executive,
DE	Director of Environment,
HF	Head of Finance,
HLD	Head of Legal & Democratic Services,
HICT	Head of ICT & Customer Services,
HHROD	Head of H& & OD,
CFM	Corporate Finance Manager,
PPPM	Policy Performance & Partnerships Manager
MEM	Member Engagement Manager

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