Public Document Pack

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

To: Cllr Richard Jones (Chairman)

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

CS/NG

7 September 2012

Tracy Waters 01352 702331
tracy.waters@flintshire.gov.uk

Dear Sir / Madam

A meeting of the **CORPORATE RESOURCES OVERVIEW & SCRUTINY COMMITTEE** will be held in the **DELYN COMMITTEE ROOM, COUNTY HALL, MOLD CH7 6NA** on **THURSDAY, 13TH SEPTEMBER, 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 - 16)

To confirm as a correct record the minutes of the meetings held on 5th July 2012 and 12th July 2012.

4   **REVENUE BUDGET MONITORING 2012/13 (MONTH 3)** (Pages 17 - 46)

Report of the Head of Finance enclosed.

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

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

<u>**CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE**</u>
<u>**5 JULY 2012**</u>

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Thursday, 5 July 2012

<u>**PRESENT:**</u> **Councillor R.B. Jones (Chairman)**
Councillors:- G.H. Bateman, M. Bateman, P. Curtis, I. Dunbar, R.G. Hampson, R. Lloyd, M. Lowe, P. Shotton, I. Smith and A. Woolley

<u>**SUBSTITUTIONS:**</u>
Councillor: H. Isherwood for C.S. Carver and V. Gay for N.R. Steele-Mortimer

<u>**CONTRIBUTORS:**</u>
Leader of the Council, Cabinet Member for Corporate Management, Chief Executive, Head of Human Resources and Organisational Development, Head of ICT and Customer Services and Corporate Finance Manager

<u>**IN ATTENDANCE:**</u>
Member Engagement Manager and Committee Officer

8.   <u>**DECLARATIONS OF INTEREST**</u>

No declarations of interest were made.

9.   <u>**MINUTES**</u>

The minutes of the meeting of the Committee held on 11 June 2012 had been circulated to Members with the agenda.

<u>Matters Arising</u>

In response to a question from Councillor I. Dunbar on matters arising on page 1 about the Council's complaints procedure, the Head of ICT and Customer Services confirmed that the procedure had been implemented.

The Chairman said that he did not recall the Leader of the Council making the comment about the development of the Forward Work Programme as shown on page 2; this should have referred to the Cabinet's rather than the Committee's Work Programme.

Following a question from Councillor V. Gay on Single Status, the Chairman advised that it was item 4 on the agenda for today's meeting. The Chief Executive confirmed that Single Status workshops for Members were being arranged.

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

10.   <u>SINGLE STATUS</u>

The Head of Human Resources and Organisational Development introduced a report to provide a project update and reassurance report on the delivery of the Single Status and Equal Pay projects.

The Single Status Project Board had met on 15 December 2011 and had agreed a timetable for completion of the project, with a target implementation date of November 2012. The Head of Human Resources and Organisational Development highlighted that additional Governance arrangements had been introduced since the Project Board meeting in December to support the effective delivery of the project through to implementation, to make key project decisions, and to manage risks. The activities which were nearing completion to prepare for pay modelling and to inform the proposed collective agreement ready for formal negotiations with the Joint Trade Unions were detailed. She highlighted pay, Part 3 Terms & Conditions and Equal Pay potential liability, and reported on progress. Workshops for Members had been scheduled for 17th, 24th and 26th of July and it was agreed that the Head of Human Resources and Organisational Development would send a reminder to Members to attend.

The Chief Executive said that working in partnership with the Trade Unions on pay and grading model options was on-going, and that negotiations with the unions were underway on Part 3 Terms and Conditions. He said that when details were available, meetings would be held with Members as all would need to be briefed, confident and assured that the proposals were acceptable, affordable and legal.

The Leader of the Council said that it was important that Members were kept up to date of the progress being made and that they were given an overview of why there was a need to undertake the project, which was a significant challenge. He reminded Members that at the meeting of County Council held in November 2009, it had been unanimously resolved by Members that the project should be stopped pending further work; he said that the project crossed both past and present Council 'administrations'. It was important that Group Leaders played a role in going forward and the Leader commented on the excellent work which had been undertaken to date. He added that the pay modelling was critical to affordability and the acceptability by Members and staff but said that there were opportunities for the lowest paid staff to receive a decent reward for the work that they did. The Chief Executive responded that work was ongoing on the pay and grading model and reiterated that it was important that the pay model must be affordable.

Councillor I. Dunbar referred to paragraph 3.04 and asked for further information on 'sore thumbs'; the Head of Human Resources and

Organisational Development provided a detailed explanation. The Chief Executive said that both Unions and Management had identified jobs in the 'sore thumbs' exercise which on the face of it were not comparable to similar jobs and were in need of specific review.

Councillor R.G. Hampson asked if consultants were still in posts in the Council and the Chief Executive confirmed that one consultant formed part of the project team. He added that once the project had been completed, consultants would not be employed by the Council on future pay and grading projects because of the experience which had been gained by other employees during the consultants' time with the Authority.

Councillor P. Curtis felt that there would be 'losers' as a result of the outcome of the project and said that staff on low pay should receive higher wages but not at the expense of others. The Chief Executive said that there would be inevitably be some 'losers'. One of the aims of pay modelling was to keep the number of 'losers' to a minimum.

The Cabinet Member for Corporate Management commented on the amount of work which had been undertaken. It was important that all Members were involved in the agreement of the proposals which would be a difficult process. He felt that it was an ideal opportunity to address a number of concerns on Part 3 issues.

Councillor H. Isherwood said that there were financial implications and that she would like to hear more about the cost of the project. Following a comment from Councillor Isherwood about consultation with Members in 2009, the Chief Executive said that a series of meetings had taken place between September and November 2009 to prepare Members. This time around more detailed analysis of the impacts of the proposals would be given.

The Leader of the Council said that the project was at a critical stage so he did not want to remove the consultant support as he felt that this would create a significant risk.

Councillor A. Woolley referred to paragraph 10.01 and said that a vote in the ballot should be in place for the entire workforce. The Chief Executive said that a vote in the ballot would be for the members of the recognised Trade Unions only (at a given date) and the Leader of the Council added that employee briefings on Single Status would be available to all employees.

On Equal Pay the Head of Human Resources and Organisational Development said that approximately 550 claims had been lodged and further work was ongoing.

In response to a query from Councillor G.H. Bateman on whether there would be any redundancies as a result of the Single Status project, the Chief Executive said that there would be no redundancies as a direct result of the project. In the event of a 'no' vote, the Authority would have three options

which were to do nothing, to renegotiate or to dismiss the staff and re-employ them on the new terms and conditions, the latter being an option of last resort.

RESOLVED:

(a)   That the project update be noted; and

(b)   That the Head of Human Resources and Organisational Development send a reminder to Members about the workshops scheduled for 17th, 24th and 26th July 2012.

11.   **REVENUE BUDGET MONITORING 2011/12 (OUTTURN), REVENUE BUDGET MONITORING 2012/13 (MONTH 2) AND CAPITAL PROGRAMME 2011/12 (OUTTURN)**

Revenue Budget Monitoring 2011/12 (Outturn)

The Corporate Finance Manager introduced the report to inform Members of the Council Fund and the Housing Revenue Account (HRA) outturn for 2011/12 (subject to audit) and the impact on the respective level of reserves at 31 March 2012. The report would also be submitted to Cabinet on 10 July 2012.

The final outturn position subject to audit was a net underspend of £2.835m on the Council Fund (underspend of £2.266m at month 11) and a net underspend of £0.737m on the HRA (underspend of £0.497m at month 11). The draft accounts had been submitted to the Wales Audit Office. The significant changes for the Council Fund from Month 11 were detailed in appendix 1 and the significant in-year variances at final outturn were detailed in appendices 2 to 6 for the Council Fund and appendix 8 for the HRA. The underspend represented 1.2% of the Council's net budget and showed that the Council had kept expenditure within its means whilst still meeting priorities and performance standards. A query raised by the Chairman resulted in an error being identified in the table on page 15 and the Corporate Finance Manager explained that the efficiencies achieved in full or in part totalled £7.5m which was 84.4% of the total efficiencies included in the 2011/12 budget, not 88.5% as reported.

Paragraphs 3.08 to 3.12 gave a brief overview of the year and non standard inflation and central contingencies were detailed on page 16. The remaining Contingency Reserve of £0.992m was £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 1 March 2012. Service balances were made up of those balances held by departments which had previously been agreed could be carried forward. The final balances were summarised in the table in paragraph 5.04.

On the HRA the final outturn for 2011/12 showed an underspend of £0.737m which represented an increase of £0.240m on the projected position reported at Month 11. The HRA showed a final closing balance of £1.857m

which at 7.35% of the total expenditure more than satisfied the prudent approach of ensuring a minimum level of 3%. The final year end balance (subject to audit) was £0.753m greater than the £1.104m that was projected when the 2012/13 HRA budget was approved at the Council meeting on 21 February 2012. Appendix 8 detailed the reasons for significant variances to budget for the year.

Councillor H. Isherwood referred to page 26 and the entry for Management & Support (Development & Resources) and the identified overspend. The Corporate Finance Manager explained that it was mostly due to staff pay exceeding budget and included a request for a carry forward of balances into 2012/13 to fund the continuing work of the Transforming Social Services for Adults Project Manager (£0.051m).

Councillor P. Curtis queried the entry for car parks reported on page 30 and was advised by the Chief Executive that the car park review was ongoing and that a report would be submitted to a future committee. In response to a query from Councillor M. Bateman, the Leader of the Council suggested that a written response be provided to Members giving further details on car parks including the amount of income received and the costs of providing them.

The Chairman commented on the Repairs and Maintenance Service reported on page 55 and in response the Corporate Finance Manager said that write offs on obsolete stores materials of £0.080m was a one off accounting adjustment in relation to the recent outsourcing of stores.

The Leader of the Council welcomed the underspend but reminded Members that this did not mean that there was extra money available to spend in their individual wards. He referred to the £1.500m to support Organisational Change costs in 2012/13 (approved in the Month 11 monitoring report) and said that it was important to prepare for forthcoming challenges such as the Welfare Reform Bill.

The Chairman welcomed the continuing reduction in spend on Out of County Placements over the last 12 months. Following a comment from Councillor P. Shotton on the £0.550m variance in Managed Weekly Collections and Recycling, the Chief Executive said that there had been two rounds of negotiation with the Trade Unions as part of the Streetscene Review with a delay in achieving the planned efficiency as a result. He saw this as a good example of working closely with the Unions.

Revenue Budget Monitoring 2012/13 (Month 2)

The Corporate Finance Manager introduced a report to provide Members with an update on revenue budget monitoring for the Council Fund and Housing Revenue Account (HRA) which would be submitted to Cabinet on 10 July 2012.

He highlighted that at this early stage in the financial year, projecting the outturn position on a number of budgets was challenging, particularly

where they were demand led. Pressures that had been identified to date were reported and the Corporate Finance Manager explained that a detailed report for Month 3 would be submitted to this Committee and Cabinet in September 2012.

In response to a question from Councillor H. Isherwood, the Corporate Finance Manager said that pressures identified during 2011/12 within the budgets for Free School Meals and School Remissions were likely to continue due to the economic climate.

Capital Programme 2011/12 (Outturn)

The Corporate Finance Manager introduced a report to provide Members with the Capital Programme Outturn information for 2011/12 which would be submitted to Cabinet on 10 July 2012.

The report set out how the programme had changed during 2011/12 with the revised figures of final spend being £27.593m for Council Fund and £10.398m for Housing Revenue Account (HRA). Detailed cumulative information relating to each programme area was provided. The 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). A summary of the cumulative expenditure against cumulative budget outturn was shown. The value of 2011/12 rollover (Council Fund and HRA) at £7.762m represented a significant reduction of £5.267m on the equivalent 2010/11 figure of £13.029m.

In response to earlier questions from the Chairman, the Corporate Finance Manager referred the entry for Engineering (ZTE) and said that the underspend variance had been as a result of the timing of the scheme and had been rolled forward to early 2012/13. On the underspend for Industrial Units (ZTU) reported on page 92, he explained that the work had now taken place. Following a question from Councillor G.H. Bateman on the capital receipts (cumulative) actual against estimate detailed on page 77, the Corporate Finance Manager said that the figures had reduced significantly due to a number of factors which included rescheduling of the timing of anticipated receipts, revised values and some movement of potential disposals to/from the list.

RESOLVED:

(a)   That the reports be noted; and

(b)   That a written response be provided on car parks.

12.   **WORKFORCE INFORMATION QUARTER 4**

The Head of Human Resources and Organisational Development introduced a report to provide Members with an update for the fourth quarter/whole year of 2011/12 the following areas:-

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

The Head of Human Resources and Organisational Development said that the appendix was not attached to the report but had been placed in Member Services and was shown on the Council's website. The Leader of the Council said that Cabinet had made a decision to remove appendices from the reports submitted to Cabinet and that it was for Overview & Scrutiny Members to decide whether they wanted to follow this practice. Following a discussion, it was agreed that future reports would not include the appendix but that it would be available in the Members Library, on the Council's website and would be shown on the projector screen during discussion of the item at the meeting.

The report provided a breakdown of the average number of agency workers per month during quarter 4 and the associated expenditure. The number of positions occupied by agency workers had reduced month on month during the quarter. The Head of Human Resources and Organisational Development reminded Members that the European Union's Agency Worker Directive became UK law on 1 October 2011 and was now known as the Agency Worker Regulations. The Council monitored the number of placements exceeding 12 weeks and where appropriate had taken steps to reduce those that exceeded this duration. She added that the next quarterly report would show a significant reduction due to the completion of the Streetscene Review which necessitated a temporary increase in resources.

The total saving for 2011/12 was £420,090.70 and was an overall increase of 17.25% on the savings of £358,271.48 made for 2010/11. The Head of Human Resources and Organisational Development highlighted paragraph 3.17 on sickness absence and explained that the amount of average Full Time Equivalent (FTE) days lost per employee had increased from 10.36 days in 10/11 to 10.54 days for 11/12 which was disappointing. She explained that improvements were being seen in some areas but that there were still issues within Environment and Community Services Directorates that were being addressed.

Councillor M. Bateman referred to the table on page 99 and queried why there was a high female to male ratio for the number of positions which had been made redundant. The Head of Human Resources and Organisational Development confirmed that the figures were reflective of the gender profile of the organisation which was 75% female and 25% male. Following a comment from Councillor Bateman on paragraph 3.21about stress related absence, she queried whether some of the employees who were off with stress could be in the wrong role. The Head of Human Resources and Organisational Development said that it was important to highlight that there

would be stress related issues that may result in absence. She added that there was a need to ensure that tools and techniques such as the use of Stress Risk Assessments were used appropriately to prevent employees from stress-related sickness absence. Councillor H. Isherwood asked about the sick pay policy for the authority and the Head of Human Resources and Organisational Development advised that when employees were off sick, full pay was paid for six months which reduced to half pay for a further six months and that this was for a rolling twelve month period. She explained that this was part of the national terms and conditions for local authority employees. The Chairman felt that there was a need to monitor sickness absences closely.

The Head of ICT and Customer Services reminded Members that 45% of staff had achieved 100% attendance during 2011/12 and added that employees in ICT & Customer Services had only taken an average of two days sickness per annum, so there were examples of good practice.

The Head of Human Resources and Organisational Development advised Members of the policies in place and of the trigger points for sickness absence. She said that work was ongoing with managers to ensure that the policies were followed and proactive interventions were put into place to reduce levels of sickness absence.

RESOLVED:

(a)   That the report be noted; and

(b)   That the statistical information be made available in the Members' Library, on the Council's website and on the screen during discussion of the item at the meeting.

13.   **QUARTER 4 AND YEAR END SERVICE PERFORMANCE REPORTS**

The Member Engagement Manager introduced a report to request that the Committee consider the 2011/12 Quarter 4/Year End service performance reports, note the draft year end position of the Strategic Assessment of Risks and Challenges (SARC) contained within the performance reports and note progress made against the Improvement Targets contained within the performance reports.

Finance

The Corporate Finance Manager gave a short presentation on the performance within Finance, outlining work which had been undertaken to improve performance and areas where improvement was needed, as outlined within the report.

The Chairman referred to page 113 and said that the Medium Term Financial Strategy 2011-2015 had been adopted by the Council in June 2011 and not in June 2012 as indicated. He also queried why indicator CFH/006 on

the percentage of undisputed invoices paid on time (30 days) was reported as 'red'. The Corporate Finance Manager said that the downturn in performance was disappointing and had been due to a number of issues which he detailed and these were currently being dealt with.

Human Resources and Organisational Development

The Head of Human Resources and Organisational Development gave a short presentation on the performance within Human Resources and Organisational Development, outlining work which had been undertaken to improve performance and areas where improvement was needed, as outlined within the report.

The Chairman asked whether appraisals were linked to Single Status and in response, the Head of Human Resources and Organisational Development said that on performance and competency there may be a link with Single Status in the way increments were awarded. Councillor H. Isherwood said that it was important that appraisals were undertaken and the Chairman felt that a way to ensure this was to include the requirement to carry them out in the manager's appraisal.

ICT and Customer Services

The Head of ICT and Customer Services gave a short presentation on the performance within ICT and Customer Services, outlining work which had been undertaken to improve performance and areas where improvement was needed, as outlined within the report.

Councillor M. Bateman queried why Members were no longer able to have mail sent to their Flintshire email address forwarded onto their private email addresses. The Head of ICT and Customer Services said that auto-forwarding of mail was not permitted under the IT security policy. This was because officers were confident that the Flintshire addresses were secure but could not guarantee security for private email boxes. He reminded Members that their own email address could be published alongside their Flintshire email address on the website and in the A-Z booklet.

Following a query from Councillor Bateman on procurement auctions, the Head of ICT and Customer Services said that significant savings had been achieved to date and that the extended use of e-auctions was being considered. He also spoke of work which was being undertaken on a Local Economic Impact Study.

Councillor H. Isherwood commented on difficulties she was having with navigating through the Flintshire website and the Head of ICT and Customer Services said that he would take the comments on board. He also provided details of the new Streetscene contact centre and the new arrangements which were in place.

<u>Legal and Democratic Services</u>

The Member Engagement Manager gave a short presentation on the performance within Legal and Democratic Services, outlining work which had been undertaken to improve performance and areas where improvement was needed, as outlined within the report.

Following a question from Councillor M. Bateman, the Member Engagement Manager explained that the Regulation of Investigatory Powers Act (RIPA) covered any form of covert surveillance by public bodies and was not just, as the media sometimes suggested, solely anti-terrorism legislation.

The Member Engagement Manager indicated that quarterly performance reports had been submitted to a meeting of Social and Health Care Overview & Scrutiny earlier in the week. They had commented that they felt that the format was repetitive particularly on Disabled Facilities Grants which appeared three times in the report.

RESOLVED:

That the reports be received.

14. **FORWARD WORK PROGRAMME**

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

He suggested that he meet with the Chairman and Vice-Chairman to populate the Forward Work Programme for the future meetings.

RESOLVED:

That the Member Engagement Manager and the Chairman and Vice-Chairman populate the Forward Work Programme for the future meetings.

15. **DURATION OF MEETING**

The meeting commenced at 10.00 a.m. and ended at 12.54 p.m.

16. **MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

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

………………………
Chairman

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

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE	DATE: 5 JULY 2012

MEMBER	ITEM	MIN. NO. REFERS
	NO DECLARATIONS WERE MADE	

This page is intentionally left blank

Minutes of the meeting of the Corporate Resources Overview and Scrutiny Committee of the Flintshire County Council held at County Hall, Mold on Thursday, 12 July 2012

PRESENT: Councillor R.B. Jones (Chairman)
Councillors: G.H. Bateman, M. Bateman, C.S. Carver, I. Dunbar, R.G. Hampson, R. Lloyd, P. Shotton, I. Smith, N.R. Steele-Mortimer and A. Woolley

APOLOGIES:
Councillors: B. Mullin, P.J. Curtis and M. Lowe

CONTRIBUTORS:
Leader of the Council, Deputy Leader of the Council, Chief Executive, Head of Finance and Corporate Finance Manager

IN ATTENDANCE:
Member Engagement Manager and Committee Officer

17. **DECLARATIONS OF INTEREST**

No declarations of interest were made.

18. **MEDIUM TERM FINANCIAL STRATEGY & PLAN**

The Chairman welcomed the Leader of the Council and officers to the meeting who were in attendance to provide an overview of the Medium Term Financial Strategy (MTFS) and Medium Term Financial Plan (MTFP) and advise on the ongoing development work.

The Leader of the Council thanked the Committee for the opportunity for himself and officers to provide an understanding of the robust plan currently in place to develop the Council's priorities over the coming weeks/month prior to the announcement of the provisional settlement from the Welsh Government (WG) in October, 2012. He commented on the National Government Comprehensive Spending Review and the uncertainties around how this would affect the allocation of funding across Wales and the potential financial impact of Welfare Reform. He said that the presentation to be given by officers would enable the Committee to consider how it played its part in protecting front line services through having a robust financial strategy in place.

The Chief Executive explained that the MTFS was a critical part of the Council's overall Governance Plan and set out the financial strategy by which the Council would deliver its vision and strategic objectives sustainably over the medium term. Its purpose was to enable the Council to plan ahead by identifying where new investment was required, where activity might increase

or decrease and which new policies or targets would affect the organisation financially.

The Head of Finance gave a detailed presentation which covered the following areas:-

- Background
- MTFS includes the Financial Plan (MTFP)
- MTFS Contents
- Key Financial Objectives of the MTFS

In response to questions on grant funding and the capital programme, the Head of Finance explained that £30M of the Council's revenue funding was covered by specific grants which were mainly received from the WG to support Council services. The Leader of the Council explained that grant funding could bring additional revenue implications in the future in order to maintain a service where the grant was no longer accessible. The Chief Executive said that work was continuing on a development strategy to deal with the disposal of land and assets declared 'surplus to requirements' which would increase the resources for the capital programme from capital receipts.

The Corporate Finance Manager continued with a detailed presentation which covered the following areas:-

- Financial Planning & Operating Principles
- Our Commitment
- Drivers
- MTFP – The Hub of our Forward Planning
- Whose responsibility is it?
- Key to Success Will Be
- What have we got so far?
- Financial Pressures
- Delivering Financial Efficiencies
- Actions Needed
- Outline Timeline
- Achieving Value for Money
- Value for Money Model
- What Next?

In response to a question on collaboration, the Chief Executive provided examples of recent collaborative projects outlining the cash savings from the collaborative projects and the increased efficiency in providing services. The Leader of the Council said that work was on-going on a regional basis to identify opportunities for future collaborative projects but it was important to ensure that collaborations did not put services at risk and that they were sustainable over the long term.

The Chairman said that there was a need to ensure that collaboration projects provided value for money for the Council. He also asked why the

forecasting model had been amended as he had found the previous model to be effective. The Corporate Finance Manager explained that the forecasting model had been updated to include revenue and capital funding. The Head of Finance explained that the MTFS document adopted in June 2011 provided further detail and was available to all Members.

Councillor M. Bateman asked if there was evidence that the Welfare Reform would increase the number of debtors to the Council. The Head of Finance said that the Council had, in previous years, planned to collect 99% of Council Tax as part of the budget preparations but this could be impacted as a result of Welfare Reform. It was unclear what the impact would be at this time. The Leader of the Council said that work was being undertaken around the introduction of a fair debt policy which could alleviate some of the impact of the Welfare Reform. He also said that Overview and Scrutiny would play a part in reviewing the impact of the Welfare Reform.

Officers responded in further detail to additional questions around non base budget items, prudential borrowing and value for money. It was explained that where prudential borrowing was undertaken to fund capital schemes, payments had to be met out of the revenue budget for an agreed amount of years to meet the cost.

Councillor Bateman asked if consideration could be given to Members paying for refreshments in Members Services. The Member Engagement Manager said that he would look into this matter.

RESOLVED:

That the presentation be received and the Leader of the Council and officers be thanked for their contribution.

19. **DURATION OF MEETING**

The meeting commenced at 10.00 a.m. and ended at 11.44 p.m.

20. **MEMBERS OF THE PUBLIC AND PRESS IN ATTENDANCE**

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

…………………………
Chairman

Page 15

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

CORPORATE RESOURCES OVERVIEW AND SCRUTINY COMMITTEE	DATE: 12 JULY 2012

MEMBER	ITEM	MIN. NO. REFERS
	NO DECLARATIONS WERE MADE	

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CORPORATE RESOURCES OVERVIEW & SCRUTINY
                    COMMITTEE

DATE: THURSDAY, 13 SEPTEMBER 2012

REPORT BY: HEAD OF FINANCE

SUBJECT: REVENUE BUDGET MONITORING 2012/13
                    (MONTH 3)

1.00   PURPOSE OF REPORT

2.01   To provide Members with the Revenue Budget Monitoring 2012/13
        (Month 3) report.

2.00   BACKGROUND

2.02   The Revenue Budget Monitoring 2012/13 (Month 3) report will be
        presented to Cabinet on 18th September 2012. A copy of the report is
        attached as Appendix A to this report.

3.00   RECOMMENDATIONS

3.01   Members are asked to note the report.

4.00   FINANCIAL IMPLICATIONS

4.01   As set out in the report.

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.

11.00   APPENDICES

11.01   (A) Revenue Budget Monitoring 2012/13 (Month 3).

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

Various Budget Monitoring Papers.

Contact Officer: Gary Ferguson
Telephone: 01352 702271
Email: gary.ferguson@flintshire.gov.uk

<div align="center">**FLINTSHIRE COUNTY COUNCIL**</div>

REPORT TO: **CABINET**

DATE: **TUESDAY, 18 SEPTEMBER 2012**

REPORT BY: **HEAD OF FINANCE**

SUBJECT: **REVENUE BUDGET MONITORING 2012/13 (MONTH 3)**

1.00   **PURPOSE OF REPORT**

1.01   To provide members with the most up to date revenue budget monitoring information (Month 3) for the Council Fund and the Housing Revenue Account in 2012/13.

1.02   **INDEX OF CONTENTS**

     EXECUTIVE SUMMARY

2.01   Members are requested to note the projected year end position as estimated at Month 3 which is :

- Council Fund - Net overspend of £1.053m

- Housing Revenue Account - Net overspend of £0.030m

3.00   **CONSIDERATIONS**

     COUNCIL FUND

3.01   The table below shows a projected in-year overspend of £1.053m.

TOTAL EXPENDITURE AND INCOME	Original Budget	Revised Budget	In-Year Over / (Under) spend		Non Ring-fenced		Ring-fenced	
			Month 2	Month 3	Month 2	Month 3	Month 2	Month 3
	£m	£m	£m	£m	£m	£m	£m	£m
Directorates								
Community Services	58.437	58.422	-	(0.221)	-	(0.138)	-	(0.083)
Environment	31.794	31.785	-	(0.123)	-	(0.123)	-	-
Lifelong Learning	109.219	109.213	-	1.303	-	1.324	-	(0.021)
Corporate Services	17.469	17.489	-	(0.002)	-	(0.002)		
Total Directorates	**216.919**	**216.909**	-	**0.957**	-	**1.061**	-	**(0.104)**
Central and Corporate Finance	25.759	25.769		0.096	-	0.096		
Total	**242.678**	**242.678**	-	**1.053**	-	**1.157**	-	**(0.104)**

3.02   The Original Budget column reflects the budget approved by Council on the 1st March 2012. The Revised Budget column reflects in-year virements which have been approved in compliance with Financial Procedure Rules.

3.03   The significant in-year projected variances to date are detailed in Appendices 1 - 5 (Council Fund) and Appendix 7 (HRA), and in addition to giving the reasons for the variances, the actions required to address each variance is provided.

3.04   As shown in the table above the main reason for the overall projected overspend is a currently forecast overspend of £1.303m within Lifelong Learning, comprising of Leisure £0.399m, School Improvement Service £0.073m, Schools related £0.345m, Service Units £0.245m, Facilities £0.274m, offset my minor savings of £0.033m.

The outturn report for 2011/12 detailed a number of these budget pressures which would continue into the current financial year and outlined the actions that were being taken to address them. These were also highlighted in the Month 2 monitoring report which was considered by Cabinet in July.

Full details of the reasons for the variances are shown in Appendix 3, from where it can be seen that in addition to the historic pressures described above, there are also a small number of emerging new pressures. Appendix 3 also details the specific management actions that are in place to reduce these overspends, including the consideration of some of these pressures for ongoing funding within the budget process for 2013/14.

Within the Leisure Service the £8m refurbishment of Leisure Centre Provision in Flint and Deeside has been completed. The business plans for each centre highlighted the need for the Council to invest revenue funding to support the new facilities in their first year of operation. It is now recommended that £0.361m is allocated from contingency as a one-off investment for this purpose.

3.05   It is the intention of Management to contain the currently projected variation within the overall agreed Council budget for the year. As part of the ongoing work to develop the MTFP, opportunities to generate efficiencies are being explored including those that may have a positive impact on the 2012/13 projected outturn.

3.06   The projected outturn for Central & Corporate Finance reflects additional corporate "windfall" income of £0.081m, arising from payment of a claim against Welsh Government for costs in respect of staff time incurred in supporting the recent Housing stock transfer tenants consultation and ballot. A total of £0.100m was claimed for staff time, which has been apportioned as appropriate between the Council Fund (£0.081m) and the HRA (£0.019m).

RISKS / ASSUMPTIONS

3.07   The in-year over / (under) spends shown in the table at paragraph 3.01 reflect the following risks and assumptions :-

1.   Community Services

- Social Services for Adults
  - Occupational Therapy service - increased demand
- Social Services for Children
  - Out of county placements - demand led with volatility influenced by numbers and high values of individual placements
  - Family Placement - increases in foster care places / court orders for Residence and Specific Guardianship

- Housing Services
  - Homelessness - projected high demand influenced by current economic climate and recent welfare reform

2.   Environment

- Streetscene
  - Delay to full implementation of the 6 day working week

3.   Lifelong Learning

- Facilities
  - Catering - overspend projected but possible mitigation from project plans following APSE review
  - Cleaning - loss of contract income including Mold Law courts require service and budget restructuring
- Development & Resources
  - Free school meals and remissions - influenced by economic factors
- Ringfenced budgets
  - Out of county placements - demand led with volatility influenced by numbers and high values of individual

placements

4. Corporate Services

- Welfare Reform
  - The likely impact of welfare reform is currently being assessed and will be reported to Cabinet as soon as any pressures have been identified

5. Housing Revenue Account

- Single Status
  - Possible impact of Single Status agreement - any impact will need to be funded within HRA as it is a ringfenced account

4.00   NON STANDARD INFLATION

4.01   Included in the budget is an amount of £0.078m in respect of Energy for Street Lighting, £0.300m in respect of Energy, £0.196m in respect of Fuel and £0.133m in respect of Food. These budgets are being monitored closely and the funds will be released when a full assessment of the need has been completed. The current projected outturn assumes that these amounts will be required in full.

5.00   UNEARMARKED RESERVES

5.01   The 2011/12 final outturn reported to Cabinet on 10th July showed unearmarked reserves at 31st March 2012 (above the base level of £5.476m) of £0.992m, after taking into account commitments in 2012/13 :

- Use of £0.973m to meet one-off / time limited costs

- Ringfencing of £1.500m to support Organisational Change costs

5.02   Appendix 6 details the movements to date on unearmarked reserves and the level of contingency sum remaining. As a result of these movements the current projected level of the contingency reserve at the end of March 2013 is an overdrawn amount of £0.422m. However as noted in section 3.05 it is the intention of Management to contain the currently projected variation within the overall agreed Council budget for the year which will also have a positive effect on the contingency reserve.

6.00   HOUSING REVENUE ACCOUNT

6.01   On 21st February 2012, the Council approved a Housing Revenue Account (HRA) budget for 2012/13 of £26.671m. The budget provided for a closing balance of £0.867m, which at 3.25 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.02   The 2011/12 final outturn reported to Cabinet on 10th July 2012 showed a closing balance at the end of 2011/12 of £1.857m (subject to audit) which was £0.753m more than when the 2012/13 budget was set. This had the effect of increasing the closing balance for 2011/12 by the same amount.

6.03   At Month3 there is an overall projected overspend of £0.030m and a projected closing balance of £1.590m, which at 6 % of total expenditure satisfies the prudent approach of ensuring a minimum level of 3 %.

6.04   Appendix 7 details the reasons for variances occurring to date and the actions planned to deal with them.

6.05   The projected outturn reflects provision for the following item which it is recommended be funded by way of allocations from the HRA balances.

- Provision of £0.050m for possible exit costs (redundancy / pension fund strain payments) arising from completion of service reviews.

6.06   Following the outcome of the tenants ballot on a possible stock transfer, the Council are reviewing plans to achieve the Welsh Housing Quality Standard at the earliest opportunity. It may help to speed up the release of surplus revenue funding within the HRA to provide additional capital funding through CERA contributions towards the HRA capital programme. It is recommended that delegated authority be granted to the Head of Housing to allocate additional CERA contributions from HRA balances over and above the required level of 3 % of total expenditure.

7.00   RECOMMENDATIONS
7.01   Members are recommended to :-
a)   Note the overall report and the management actions being taken to address the projected overspend

b)   Note the Council Fund contingency sum (overdrawn balance) as at 31st March 2013 (paragraph 5.02)

c)   Approve the allocation of £0.361m from contingency as a one-off investment to support the new Leisure facilities in their first year of operation (paragraph 3.04)

d)   Note the projected final level of balances on the Housing Revenue Account (paragraph 6.03)

e)   Approve that delegated authority be granted to the Head of Housing to allocate additional CERA contributions from HRA balances over and above the required level of 3 % of total expenditure (paragraph 6.06)

8.00   FINANCIAL IMPLICATIONS
8.01   The financial implications are as set out in Sections 3.00 - 6.00 of the report.

9.00   ANTI POVERTY IMPACT
9.01   None

10.00   ENVIRONMENTAL IMPACT
10.01   None

11.00   EQUALITIES IMPACT
11.01   None

12.00   PERSONNEL IMPLICATIONS
12.01   None

13.00   CONSULTATION REQUIRED
13.01   None

14.00   CONSULTATION UNDERTAKEN
14.01   None

15.00   APPENDICES
15.01   Council Fund Variances - Appendices 1 - 5
        Council Fund - Movements on unearmarked reserves - Appendix 6
        Housing Revenue Account Variances - Appendix 7

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

Contact Officer: Steven Gadd
Telephone: (01352) 702287
Email: steven_gadd@flintshire.gov.uk

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Resources and Regulated Services (Intake and Reablement)	6.175	5.893	(0.282)	Extra Care projected underspend on new scheme of £0.100m due to timeframe for completion. In-house Domiciliary Care underspend (£0.153m) due to reduced pay costs from changes to service delivery and greater use of reablement and independent sector care providers. The additional variance relates to work which is yet to be undertaken to realign the budgets following the transport review.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme and realign budgets as appropriate.
Reablement Service (Intake and Reablement)	0.330	0.210	(0.120)	Pay costs being suppressed due to the use of Homecare staff, vacant post and part year appointments (£0.107m) together with additional Health income (£0.020m) offset by various small overspends.	Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Locality Teams (Localities)	16.497	16.605	0.108	The significant variances lie within Physical Disability Services Independant Sector Homecare with a projected overspend of (£0.242m) due to the net impact of one joint care package with Health. This is partially offset by a projected underspend in independent sector residential care underspend (£0.301m) which reflects current clients.	This is a complex case and will be kept under review. Keep under review pending completion of Transforming Social Services for Adults (TSSA) programme.
Reviewing (Localities)	0.198	0.156	(0.042)	This is a result of a vacant post yet to be filled.	Unlikely to be recurring.
Safeguarding Co-ordinator (Localities)	0.088	0.048	(0.040)	This is a result of a vacant post yet to be filled.	Unlikely to be recurring.
Resources and Regulated Services (Disability Services)	12.283	12.376	0.093	The main cause of the variance relates to work yet to be undertaken to realign the budgets following the transport review.	A review of transport budgets across adults services is currently being undertaken as part of the ongoing work of TSSA.
Vulnerable Adults and Disability Services (Disability Services)	2.431	2.374	(0.057)	This mainly relates to vacant posts (£0.034m), staff travelling (£0.014m) and supplies and services (£0.009m) expected to underspend.	Keep under review.

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Ringfenced Budgets (Mental Health)	0.301	0.183	(0.118)	Reflects current client packages for 2012/13.	Keep under review - potential volatility due to changes in client numbers and demands at short notice from prison or courts. Reduced budget in 12/13.
Ringfenced Budgets (Learning Disability)	0.465	0.678	0.213	This reflects the full year impact of a new service user that commenced during December 2011 together with some other changes to care packages.	Keep under review and consider a budget realignment from the Ringfenced Budgets (Learning Disability) to reflect current clients within the
Commissioning (Development & Resources	0.902	0.861	(0.041)	This variance relates to vacancies not yet filled.	Unlikely to be recurring.
Vacancy Management (Development & Resources)	(0.100)	0.000	0.100	This will be allocated against vacant posts.	Monitor in year vacancy savings to apply.

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Family Placement (Children's Services)	1.833	2.122	0.289	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 Special Guardianship orders which invariably attract an ongoing allowance for the carers.	A review of the Family Placement Team has commenced the outcome of which will inform future planning and possible efficiencies.
Family Support (Children's Services)	0.341	0.263	(0.078)	The underspend in this service is mostly due to a reduction in the use of sessional staff following an embargo and a review of thresholds. The use of sessional staff can fluctuate monthly depending on	Continue to keep under review.
Grants (Children's Services)	0.117	0.064	(0.053)	Awaiting finalisation of initiatives coming on stream this financial year.	Continue to keep under review.
Other Residential (Children Services)	0.526	0.476	(0.050)	The projected underspend relates to the opening of Arosfa being later than anticipated.	Keep under review due to the potential for additional costs relating to transport charges.

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Professional Support (Children's Services)	5.320	5.487	0.167	This is a complex part of Children Services and there are a number of areas overspending which are offset by areas underspending. However the main reason for the overspend is the transfer of responsibility for two service users from the Out of County ringfenced budget (£0.150m).	Keep under review. The Head of Service (Children) has instigated a review into the specifics around these two service users.
Out of County Pooled Budget (Children's Services)	3.711	3.557	(0.154)	Costs reflect existing placements up until March 2013. This reflects known reductions in payments to providers following re-negotiation of contracts.	The focus of high cost placements is now a North Wales project and will continued to be reviewed. The in house project requires sign off by the two directors at the next meeting.
Resident Wardens (Housing Services)	1.236	1.169	(0.067)	Budget based on restructure. Salaries carry vacancies for the new structure yet to be implemented.	Restructure approval required.
Other variances (aggregate)	5.768	5.679	(0.089)	Various minor variances.	Continue to review but not expected to be recurrent.
Total :	**58.422**	**58.201**	**(0.221)**		

This page is intentionally left blank

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Industrial Units	(1.482)	(1.428)	0.054	Shortfall of Industrial Unit Rental Income, due in the main to Gaz de France decommisioning the Shotton Power Station site. Income shortfalls are partly mitigated by savings in vacant posts at Deeside Enterprise Centre	Keep Unit rental income closely monitored throughout the year
Property Holdings	0.088	0.065	(0.023)	Ty'r Binwydden has budget provision for £21k but is no longer an active site. However, there is the potential for additional expenditure on vacant schools in Connah's Quay which could offset this underspend.	Review of site budgets necessary in line with asset management programme
Agricultural Estates	(0.157)	(0.177)	(0.020)	Land Agent Vacancy	
Administration Buidlings	1.228	1.205	(0.023)	Energy Efficiency Measure in place. Projected expenditure currently based on 2011/12 actuals	
Corporate Property & Design	1.922	1.885	(0.037)	Net Vacancy Savings	
Property Asset & Development	0.530	0.505	(0.025)	Net Vacancy Savings	
Car Parks	0.025	0.059	0.034	Car Park income shortfall at Holywell and Mold partially offset by a reduced maintenance programme	

1

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Highways Policy and Development Control	0.413	0.420	0.007	Additional IT costs for the CAMS System	
Transportation	1.646	1.622	(0.024)	Net Vacancy Savings	
Business & Strategy	1.405	1.465	0.060	Additional costs associated with pay protection following the Streetscene Service Review	
Waste Disposal & Waste Collection	9.201	9.334	0.133	Cost of overtime payments to operatives (pre part 3 agreement) totalling £300k plus additional vehicle requirements as a result of the phased roll out of the full Saturday collection service of £140k. This is partly mitigated by £300k due to the increased recycling levels from the implementation of Managed Weekly Collections which not only reduces landfill and tipping charges but increases the level of recycling income.	Keep tonnage levels closely monitored to establish if further savings can be achieved to fully mitigate the costs.
Fleet Services	(0.222)	(0.232)	(0.010)	Outturn based on estimated figures and assumes NSI Fuel budget being allocated for £221,497	
Planning Control	0.367	0.441	0.074	Planning fee income has reduced against projections due to the ongoing economic climate and it is at this early stage anticipated to be short of target.	Partially offset by salary savings within the Planning service

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Service Development & Support	0.236	0.215	(0.021)	Part time salary savings	
Management Support & Performance	1.147	0.977	(0.170)	Vacancy Savings totalling £147k (5 posts 2 x Sc4, Sc6, SO1 & M6) ahead of Service Review implementation.	
Public Protection	3.542	3.383	(0.159)	Vacancy Savings totalling £204k (3 x EHO 2 x EO 1 x Admin) ahead of the Service Review being implemented, offset by income shortfalls in Pollution Control	
Markets	(0.101)	(0.064)	0.037	Anticipated income shortfalls from Mold Indoor Market of £39k, which is partially offset by increased income at Flint	This overspend will be met from anticipated underspends in other areas of the Regeneration service.
Other variances (aggregate)	11.998	11.987	(0.011)	A number of variances of no more than £0.012m individually.	
Total :	**31.785**	**31.662**	**(0.123)**		

This page is intentionally left blank

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Leisure Services	3.657	4.056	0.399	**There a a number of historic budget issues which also adversely effected the Leisure outturn position in 11/12.**	
				In line with the national picture, income from ice skating at Deeside Leisure Centre has reduced by £173k over the last 4 years, this is despite inflationary increases in admission prices and promotions.	A tarfiff review is being undertaken across the whole of Leisure Services. Work is being conducted to review operational efficiency and performance at all facilities.
				Three posts within Leisure Services are unbudgeted for due to timing delays caused between the Leisure Services Restructure and the JEQ results, this amounts to £120k including on-costs.	Following receipt of JEQ results: Analysis of affordability of proposed new staffing structures. Revisit organisational design principles.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
				The following presures have been identified during the first 3 months of 2012/13:	
				1) The relocation of Leisure Services Staff to Deeside has assisted in making a significant saving from relocation (vacating Connah's Quay offices). However, this has increased occupancy costs for Leisure Services for cleaning, maintenance, mileage, telephones etc by £25k which is unfunded.	The in year recharges for these services are to be revisited and recharged accordingly.
				2) A review of music licensing has identified additional liabilities resulting in a cost increase of £37k.	A budget pressure bid for this has been submitted for 2013/14.
School Improvement Service	1.403	1.476	0.073	A new pressure has been identified relating to software and licence costs of £70k. These costs are required to underpin the Regional School Effectiveness and Improvement Service.	A budget pressure bid for this has been put forward for 2013/14.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Schools Related	(1.711)	(1.366)	0.345	Changes within Service Level Agreements (SLA's) with schools of £243k have been included. A budget pressure bid is currently lodged for this which may be mitigated if all parties can take corrective action by April 2013. Music Services are forecasting an overspend of £102k based on current levels of income and expenditure. A project group has been established to review the music service.	Budget holders are to take decisions where required to reduce expenditure accordingly, and to begin charging schools which haven't signed up for SLAs with a particular agreement for any services they subsequently require. The Music Services project group has recently been established with a key aim of minimising the in-year overspend and developing a sustainable financial and operational model for the service moving forward into 2013/14.
Service Units	1.650	1.895	0.245	A budget pressure bid of £0.144k has been submitted for the current overspend within free school meals as the claims for this continue to increase in the same trend as the previous financial year. A similar pattern exists for School remissions (£0.085k) where a pressure bid has also been submitted.	Both of these elements of the budget are being carefully monitored and the pressure bids can be altered accordingly as the year proceeds in order to keep pace with changes within the wider economic climate.

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Facilities Services	1.159	1.433	0.274	The Catering Service (£217k) is developing radical proposals in order to modernise via projects such as on-line payments for parents, rebranding, targeting increased take-up strategies, improved/themed menu's, cost reduction/procurement. The draft APSE review has be used to form the basis of this strategy. Any efficiencies generated from this aren't likely to be realised until the next financial year.	Service needs to continue to implement the agreed strategy for efficiencies.
				The Cleaning Service (£0.057) is unable to recover the surplus generated from the Law Courts contract and some other smaller sites. A large income target still exists which is unattainable with a lower level of cleaning activity taking place.	This is the subject of management action and service redesign and a budget pressure bid for 2013/14.
Other variances (aggregate)	103.055	103.022	(0.033)	Multiple variances under £0.050m.	
Total :	**109.213**	**110.516**	**1.303**		

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Chief Executive	2.287	2.261	(0.026)	-**£0.026m** vacancy savings relating to delays in the implementation of the Policy Unit Service Review.	
Finance	4.390	4.385	(0.005)	**£0.028m** pressure relating to the Royal Mail price increases of 39% in April 2012. -**£0.033m** vacancy savings relating to the delays in the implementation of the Finance Function Review	A budget pressure for postage has been submitted as part of the 2013/14 budget process.
Legal & Democratic Services	3.397	3.397	0.000		
Human Resources & Organisational Development	2.242	2.296	0.054	**£0.054m** pressure CRB checks	A budget pressure for CRB checks has been submitted as part of the 2013/14 budget process.
ICT & Customer Services	5.173	5.148	(0.025)	**£0.005m** pressure relating to the final Design & Print costs -**£0.030m** vacancy savings relating to the Customer Services Review.	
Total :	**17.489**	**17.487**	**(0.002)**		

This page is intentionally left blank

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Financing & Funding (insurance, banking etc.)	2.440	2.265	(0.175)	There is additional windfall income of £0.081m, which takes account of the recent settlement by Welsh Government of the Council's claim for additional costs for staff time incurred on the Housing stock transfer consultation/ballot project. Windfall income levels will be monitored closely and reported on in future monitoring reports.	Levels of unbudgeted income will continue to be monitored closely and reported on in future monitoring reports.
				A saving of £0.061m has been identified due to a budget provision within an insurance fund (relating to a potential liability for historic asbestos issues) which is now not required	
				Other variances include a decrease in Audit Fees of £0.012m, a decrease in Other Buildings income of £0.009m, an increase in Additional Superannuation costs of £0.038m, cheques written back of £0.011m and a decrease in Bank Charges of £0.011m .	
				A decrease in Other Miscellaneous Expenditure of £0.046m.	

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Corporate - other	3.867	3.946	0.079	An overspend of £0.079m against the regional transformation fund following external audit requirements of the lead authority (Conwy CBC) on accounting treatment of balances.	This is a one-off budget pressure in 12/13. Notification by Conwy of the change in treatment was not received until after the 12/13 budget was approved.
Central Service Recharges	(1.968)	(1.776)	0.192	Shortfall of internal income recovered from trading accounts and HRA	Support Service basis and allocations are currently being reviewed as part of the Finance Workstream of Flintshire Futures.
Other variances - aggregate	21.430	21.430	0.000		
Total :	**25.769**	**25.865**	**0.096**		

Movements on Council Fund Unearmarked Reserves

	£m	£m
Total Reserves as at 1 April 2012	9.029	
Less - Base Level (inclusive of increase of £0.088m agreed as part of the 2012/13 budget)	(5.564)	
Total Reserves above base level		3.465
Less amount approved in 2011/12 as being ringfenced for Investment in Change	(1.500)	
Less allocation from contingency reserve to meet one-off / time limited costs in 2012/13 (approved in 2012/13 budget and allowed for in calculation of 2011/12 final outturn on contingency reserve)	(0.973)	
Amount available for delegation to Cabinet		0.992
Less allocation from contingency reserve as a one-off investment to support the new Leisure facilities in their first year of operation (recommendation 7.01.c)	(0.361)	
Less Projected overspend as at 31st March 2013	(1.053)	
Projected Level of Total Contingency Reserve as at 31st March 2013 (Overdrawn)		**(0.422)**

Note :-
See paragraph 3.05 of the report which sets out Management's intention to contain the projected variation within the overall agreed budget.

This page is intentionally left blank

Budget Monitoring 2012/13 (Month 3)

Service	Revised Budget (£m)	Projected Outturn (£m)	Variance (£m)	Cause of Variance	Action Required
Finance and Support	2,456	2,286	-170	Redundancy costs - Delays experienced in completing the restructures in 11/12 mean expected costs forming part of 12/13 revenue. Support recharges reflected at 2011/12 costs.	Agreement to transfer £50k from HRA reserve to cover expected redundancy/pension costs. Monitor towards year end
Capitalised Salaries	1,075	628	-447	Recruitment of Disabled Adaptations team is ongoing. This is hoped to be implemented in Qtr2	Recruit to posts
CERA	3,937	4,187	250	Additional £250k required for maisonettes	Request to transfer £250k from HRA reserve to cover expected costs.
Other variances (aggregate)	-7,231	-6,834	397		
Total :	237	267	30		

Page 46

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: **CORPORATE RESOURCES OVERVIEW &**
                  SCRUTINY COMMITTEE
DATE: **THURSDAY, 13 SEPTEMBER 2012**

REPORT BY: **MEMBER ENGAGEMENT MANAGER**

SUBJECT: **QUARTER 1 SERVICE PERFORMANCE REPORTS**

1.00   **PURPOSE OF REPORT**

1.01   To note and consider the 2012/13 Quarter 1 service performance reports produced at the Head of Service / Divisional level under the adopted business model of the Council. The reports cover the Quarter 1 period (April to June 2012).

1.02   To note the 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 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 1 (April to June 2012) performance reports are attached as follows
        1.5 Finance
        1.6 HR & OD.
        1.7 ICT & Customer Services
        1.8 Legal & Democratic Services

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 1.9.

4.00 RECOMMENDATIONS

4.01 That Members consider the 2012/13 Quarter 1 performance reports produced by the Heads of Service, highlight and monitor poor performance and feedback details of any challenge to the Cabinet via the PPP unit.

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

1.5 Finance;
1.6 HR & OD;
1.7 ICT & Customer Services;
1.8 Legal & Democratic Services;
1.9 SARC Summary

LOCAL GOVERNMENT (ACCESS TO INFORMATION ACT) 1985 BACKGROUND DOCUMENTS

None

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

This page is intentionally left blank

Quarterly Performance Report – Finance

Report Author   Head of Finance
Report Date   6th August 2012
Report Period   Quarter 1: 1st April 2012 to 30th June 2012

Introduction

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

The 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

Work continues across the Finance Division to modernise processes, develop systems and improve performance. Overall, performance in Quarter 1 has been pleasing; good progress has been made in a number of key areas, and where performance has fallen below target actions are in place to secure improvements going forward.

Report highlights for this quarter are the following items:

Performance	3 key performance indicators over which Finance has complete control have all met the target for the quarter, with a green RAG status.
Flintshire Futures	**Corporate Debt** The Corporate Debt project is well underway. It has been identified that a robust policy is needed to ensure that the Authority follows a fair, firm and consistent approach to debt and write off of debt. A draft policy has been produced which is currently being consulted on and will be submitted for Members approval in the autumn. A Fair Debt Policy, which is intended to assist those in financial difficulty, is also being developed in conjunction with the Advice Management Board (AMB), which will compliment the Corporate Debt Policy. The AMB, has been established to prepare, co-ordinate manage and develop a review of Benefit and Debt advice provision within Flintshire. In addition, the project team set up are looking at; ways to streamline our processes, how levels of debt are reported, and how to tackle individual cases, which has included referrals to a Debt Collection agency and recovery through the courts.

Other highlights by service area are as follows: -

| Corporate Finance | The period April to June is particularly challenging for Corporate Finance to ensure that the previous year accounts are closed and prepared for external audit in line with the statutory deadline.

This was done successfully for the 2011/12 accounts with the following related reports being prepared for presentation to Cabinet and Corporate Resources Overview & Scrutiny Committee:-

• Revenue Final Outturn 2011/12 (Council Fund and HRA)
• Capital Programme Final Outturn 2011/12
• Prudential Indicators Actual 2011/12
• Treasury Management Annual Report 2011/12

In addition the Draft Statement of Accounts were prepared for presentation to Audit Committee in July.

The implementation of Technology Forge software, which records up-to-date details of all physical assets to support asset management, planning and strategy, was completed in the first quarter and the system outputs utilised to close the accounts. Further developments are scheduled during the year. |

	Plans for the development of the Medium Term Financial Strategy and the Medium Term Financial Plan 2013/14 to 2017/18 were circulated to all members at the end of April. This has been followed by briefings to Cabinet and Corporate Resources Overview & Scrutiny Committee, setting out an overview of the financial challenges facing the Council and a strategic overview of the planning framework and timetable. Work to assess potential financial pressures and efficiencies in Directorate Service Plans was completed by the end of June. Significant input has been made to the Corporate work on Single Status and Equal Pay through extensive data cleansing and analysis to support accurate pay modelling and the development of an affordability strategy.
Revenues & Benefits	The Revenues and Benefits Service are continuing to make improvements to performance. The 'Claim in a day' initiative is working well and helping to maintain performance on new claims for benefit and increase customer satisfaction. The Revenues Service is making progress on the Flintshire Futures Corporate Debt Project as mentioned above. The Benefit Service has made a bid for Most Improved Team of the Year Award to the Institute of Revenues Rating and Valuation (IRRV) and has been short listed as finalists. There will be visits to the Authority during the summer period to validate the submission made and the results will be announced in October at the IRRV Conference in Telford. During the quarter the service has carried out a pilot study for Agile Working, with now 100% of Revenues Officers being able to work from home. This has been very effective and has yielded an average increase in output of 138%.
Internal Audit	The performance of Internal Audit is reported to the Audit Committee on a quarterly basis.
Clwyd Pension Fund	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

2. Performance Summary

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	G	G	Completed but subject to ongoing refinement and development
1.3 To reduce asset costs and maximise income and receipts	December 2016	A	G	On track
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	A	A	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	Sept 2012	A	A	Inaugural meeting of the Welfare Reform Board is scheduled for 5th September with members, officers and strategic partners

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

R	High Risk
A	Medium Risk
G	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	A	A	TBC	
CG07 Financial Management & Control	A	A	TBC	
CD38 Welfare Reform	R	R	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 this quarter below:

R   1   A   1   G   3

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	Annual Target	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	RAG	Change e.g. Improved / Downturned
DWP 1* Time taken to process new housing / council tax benefit claims	18 days	13.71 days	18 days	**16.06 days**	G	Downturn from previous quarter but still on target

Indicator	Annual Target	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	RAG	Change e.g. Improved / Downturned
DWP 2* Time taken to process housing / council tax benefit changes of circs	9 days	3.37 days	9 days	**9.11 days**	A	Downturn (see section 3.2)
CFH/007 Percentage of 2011/12 Council Tax collected in year (cumulative)	97.6%	n/a	30.20%	**30.25%**	G	Not applicable
CFH/008 Percentage of 2012/13 Business Rates collected in year (cumulative)	99.0%	n/a	35.35%	**35.48%**	G	Not applicable (see section 3.2)
CFH/006* Percentage of undisputed invoices paid on time (30 days)	95.0%	80.6%	95.0%	**86.5%**	R	Improved (see section 3.1)

2.3.2 Improvement Target Action Plan Monitoring

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

Ref	Action & Planned Completion date	Progress
DWP 1	Benefits have seen a 30% increase in the volume of information received as a result of a new automated information link with the Department of Work and Pensions. This has meant that both new claims and changes have taken longer to process. For new claims we have seen an increase in the time taken to process but still remain within our target of 18 days. However, additional processing resource has been made available and the feasibility of introducing a working from home initiative which is delivering marked improvements and efficiencies within the Revenues Service is being explored further for Benefits.	✓
DWP 2	See narrative for DWP1 and Section 3.2	✓
CFH/006	See Section 3.1	✗

2.4 Key Actions from Service Plan Monitoring

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

Improvement Area	On-track?	Commentary
Corporate Finance:		
Technology Forge	✓	See section 3.1
Medium Term Financial Plan	✓	See section 3.1
Review of School Funding Formulae	✓	See section 3.1
Prepare Prudential Borrowing Policy	✘	See section 3.1
Revenues & Benefits:		
Council Tax Support Replacement Scheme Development	✓	See section 3.2
Corporate Debt Review including Corporate Debt Policy	✓	See section 3.2
Maximise Benefit Take-up	✓	See section 3.2
Develop and implement technologies to deliver efficiencies and to support the Corporate Web Development programme – Agile Working Project	✓	See section 3.2

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.

Undertaken By	Title & Date Report Received	Overall Report Status
Internal Audit	Leasing – April 2012	Adequate
Internal Audit	Council Tax / NNDR – April 2012	Adequate
Internal Audit	Treasury Management – May 2012	Substantial Assurance
Internal Audit	Financial Systems – June 2012	Limited Assurance
WAO	Certification of Grant Claims and Return 2010/11	Adequate

3. Exception Reporting

3.1   Corporate Finance

Improvement Plan Monitoring

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

Deloittes 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 Deloittes work and to resume discussions with Members over the 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.

Performance Indicator and Outcome Measures

CFH/006 - Undisputed invoices paid on time
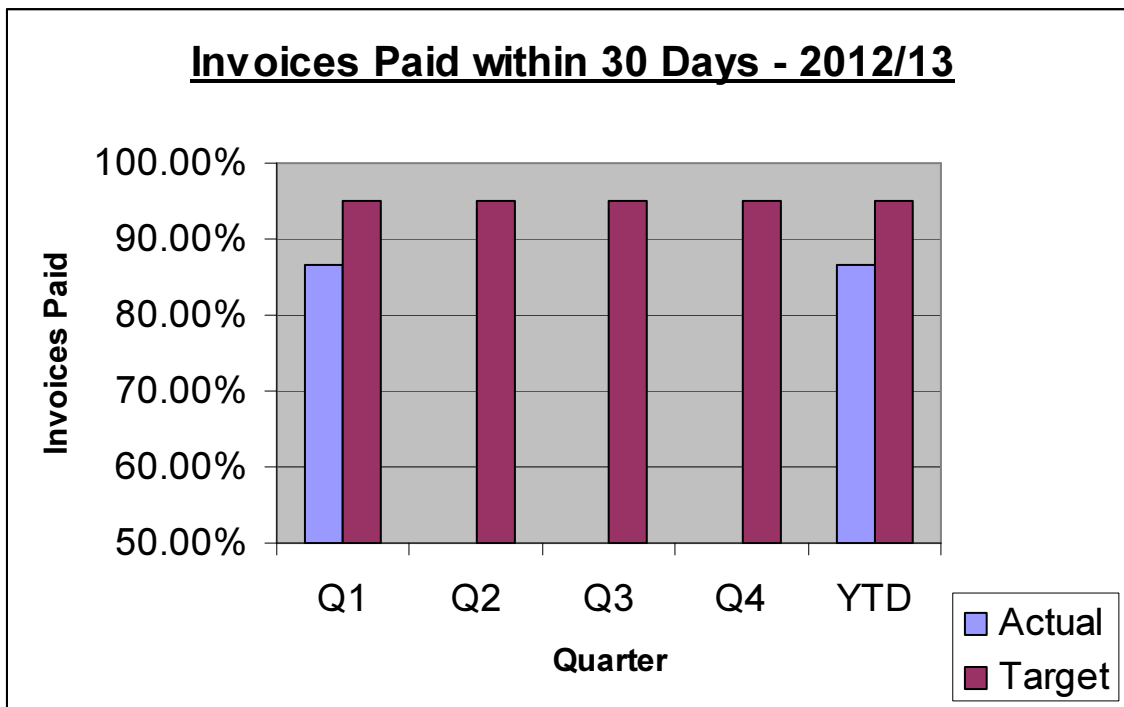
The processing of invoices is a devolved function that is reported on by the central Accounts Payable team who continue to work with directorates to drive up performance.

At 86.5%, Q1 performance was disappointing and fell short of the challenging target of 95% that has been set for this year, although an improvement on performance in Q4 2011/12 which was lower at 80.61%.

It is hoped that the roll 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.

During the quarter initial consultation meetings were held with Lifelong Learning to discuss the implementation of P2P. 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. Further, detailed planning meetings will take place once P2P has been rolled out across the Environment & Community Services directorates.

Service Plan Monitoring

Technology Forge
The move to the Technology Forge Asset Management system from the spreadsheet based summary asset register was completed during Quarter 1. The system outputs were used in the closure of the 2011/12 Final Accounts. The ongoing benefits from the implementation of the new system will be demonstrated in future final accounts activity. A post implementation system review will be undertaken in 2012/13, with the aim of building on the progress now made in this area.

Medium Term Financial Plan (MTFP)
The council continues to develop its MTFP with Finance undertaking a leading role. As planned a great deal of work was completed on assessing Directorate Service Plans to ensure that all potential pressures and efficiencies were identified at an early stage, so that actions can be put in place to deal with the financial implications over the medium term. The council is on track to have developed its MTFP, incorporating all of its efficiency programmes by mid 2012/13.

Review of School Funding Formulae
Significant progress has been made with the review of the schools funding formula this quarter, in which the Lifelong Learning Finance Team takes a leading role. A project board and project teams have been established and have held initial meetings. Consultation with Primary and Secondary Heads Federation, the Flintshire Association of Governors, and Trade Unions has taken place.

Prepare Prudential Borrowing Strategy
The Council in strengthening its strategic planning is in the process of developing its Capital Strategy, taking into account Council priorities and affordability, which will link into the Authority's Asset Management plans and Medium Term Financial Plans. The first Capital Strategy report, which was the starting position for the long term Capital Programme, was developed for the 2012/13 budget. The Strategy and Programme will be developed further in Q2, within the context of developing the Medium Term Financial Strategy, which will include a 10 year Capital Strategy. Work in strengthening the Authority's Policy on Prudential Borrowing will take place alongside the development of the MTFS and Capital Strategy.

Regulatory reports

Internal Audit report – Financial Systems – Limited Assurance

The recommendations made in the report to improve the adequacy and application of controls have been accepted and the action plan is currently being implemented.
Further information regarding the Financial Systems internal audit report can be found in reports updating the Audit Committee on the work of Internal Audit.

3.2   Revenues & Benefits

Improvement Monitoring and Strategic Assessment of Risks and Challenges (SARC)

Welfare Reform
The work of the Programme Board is beginning to inform the operational and budget pressures emerging as a result of the Welfare Reform changes. The SARC will be updated as any new risks are identified and existing ones quantified. (See Service Action Plan monitoring overleaf).

Performance Indicator and Outcome Measures

Collection of Business Rates
Collection of Business Rates is on track and the collection rate figures includes cases where empty rates have been levied and are in dispute as reported previously. If these cases were collected or identified as being valid reasons for non collection the outcome would be an increase of 0.21% making the collection rate 35.56%, well above target. One of these cases is due to be tested in Court in September. We will then be able to pursue the debt or apply an exemption.

DWP2 - Time taken to Process Changes of Circumstances
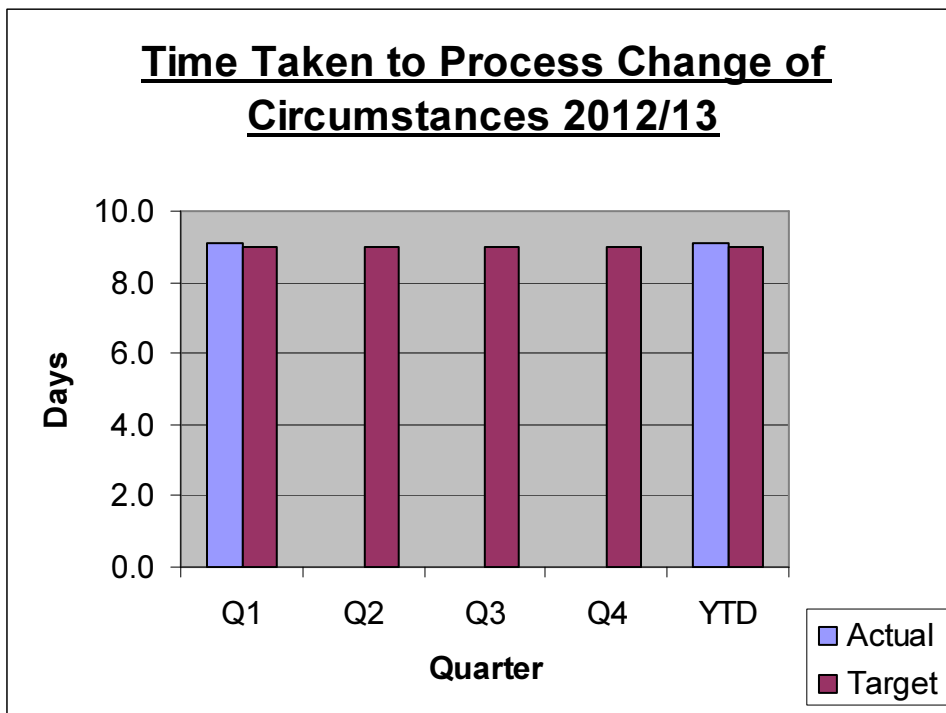
This is just over our target of 9 days to process and change of circumstances and is due to a 30% increase of information relating to changes of circumstances being received from the Department of Work and Pensions. We are ensuring that these changes are prioritised and that there is sufficient resource available to maintain performance on this indicator.

Service Action Plan Monitoring

Develop a strategy to manage the impacts of Welfare Reform
An interim Programme Board is in place with agreement reached in late July for a full Programme Board to include key members and strategic partners. The joint sponsors are the Head of Finance and the Head of Housing. The recruitment of a Programme Manager proved to be difficult, and as a considerable amount of project work has already been completed by the Benefits Manager and the Advice and Homelessness Manager it has been agreed that they will manage the project between them, bringing in additional support where needed within the agreed funding given to the project.

Good progress has been made in gathering information and modelling various outcomes to estimate the effects on people, council services and finances that the changes will have on

the Council to include in our Medium Term Financial Plans, although continued uncertainty surrounding the details of the scheme makes this difficult.

The next stage of the project is to begin contacting and communicating with people who will be affected by Welfare Reform, so that they are aware and adequately prepared taking account of the fact that these people will often be the most vulnerable in society and to brief members and partner agencies.

Council Tax Support Replacement Scheme
On track, however the risk to which the Council is exposed is high as; the deadline for introducing the new scheme is very challenging with many details and emerging budget pressures not fully known until much later in the year. The introduction of the replacement scheme has potential operational, financial and reputational risks for the Council and far reaching impacts for the local community and economy.

Corporate Debt Review
The review is underway with processes and outstanding debt levels being examined. The Corporate Debt Policy is currently going through a consultation phase and will be referred to Members for approval in the autumn.

Maximise Benefit Take-up
The Benefit Service continues to work on Benefit take-up and this will be a key role in the Welfare Reform work to ensure that claimants are claiming all of the benefits that they are entitled to.

Develop and implement technologies to deliver efficiencies and to support the Corporate Web Development programme
During the quarter the Revenues Service has been a pilot for Agile Working for the Authority. After 4 months all Revenues processing staff work from home 2-3 days per week. An assessment of productivity has shown an increase of approximately 138% which means that work is cleared quickly and timely. A trial also took place in the Benefits Service; however some operational problems were encountered which need to be overcome to make this more efficient. A further benefit of home working means that the service can carry out an accommodation review in the autumn and make significant space savings. There will be a report due in Q2 detailing the findings of the project which will be applied to other areas of the Authority in due course.

This page is intentionally left blank

Quarterly Performance Report – Human Resources & Organisation Design

Report Author Helen Stappleton
Report Date August 2012
**Report Period** Quarter 1 (1st April 2012 to 30th June 2012)

Introduction

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

The 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)

RAG Status

RED equates to a position of under-performance, downward trend, non-achievement of target, non-achievement of action milestones.	R
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.	A
GREEN equates to a position of positive trend on performance, meeting target and achieving action milestones.	G

1. Foreword

Progress continues to be made on the key projects for the service including Single Status, the development of an Equal Pay Settlement Strategy for the Council, self service for employees and managers on the iTrent system and the HR and OD Service Review.

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:

Customer	The iTrent People Manager (manager self service) has continued to be rolled out across the Directorates. Additional features include on-line expense claims, the requirement to record all car details including valid insurance and MOT certificates to ensure employees claiming business mileage are fully compliant with legislation. The expenses module is now being piloted in two areas and will continue to be rolled out across Flintshire in the next few months. Progress continues to be made on the HR and OD review. A revised implementation date has been agreed of October 2012. The design of the jobs ready for job evaluation is being finalised. Good progress is being made in the redesign of processes within the HR service centre.
Change	Support and guidance continues to be provided on the design and implementation of new service structures. Further preparation work is taking place on developing guidance for managers on Organisational Design principles and in managing change successfully, which will be accompanied by a Development Programme for managers, commencing early in 2013 following the implementation of Single Status. The focus in HR continues to be on supporting and coaching managers in taking a consistent approach to conducting and managing Service Reviews and having access to specific guidance and expertise in organisational and job design and the completion of GLPC Job Evaluation Questionnaires. Tools such as the 'Jobs at this Level' framework are being developed to support consistent job design at each level of the organisation
Capacity	The appraisal system for Senior Management has been further developed to incorporate the assessment of behaviours against the core competencies. The iTrent system includes a module for recording / capturing appraisal information which will enable the organisation to track the completion of annual appraisals.
Consolidation	For Single Status, Pay Modelling to design a new Pay and Grading structure has commenced in partnership with the Joint Trade Unions. A number of models have been developed to test design principles – this work is on-going. Good progress has been made in developing a strategy for settling Equal Pay claims. Briefings for Members to provide information on Single Status and Equal Pay and the next stage priorities are planned for July.
Collaboration	The new partnership agreement between Flintshire's Occupational Health Service and Wrexham County Borough continues to operate effectively. Performance indicators for service delivery to WCBC have

	been met and customer feedback continues to indicate high satisfaction levels.

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.

<u>**KEYS**</u>
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	A	A	Please see paragraph 3a (Date for full implementation under review)
3.2 Negotiate an Equal Pay Settlement	Nov 2012	A	A	Please see paragraph 3a (Date for full implementation under review)
3.3 To complete the review of human resources policies as a modern employer	Sept 2012	G	G	On track to complete by Sept 2012

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
CG10 People Strategy	A	A	Nov 12
CG11 Terms and Conditions of Employment	A	A	Nov 12
CG16 Workforce and Succession Planning	A	A	Nov 12

2.3.1 Performance Indicators and Outcome Measures

The status of the indicators are summarised for this quarter below:

R 0   A 1   G 0

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	Annual Target	Previous Quarter Outturn	Current Quarter Target	Current Quarter Outturn	RAG	Change e.g. Improved / Downturned
* CHR/002 - The number of working days/shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	9.8 FTE Days Lost	3.21	2.30	**2.67**	A	Downturned (Please see Section 3)

2.3.2 Improvement Target Action Plan Monitoring

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.	✔

	The review of the Attendance Management Strategy has been completed. Further work is being undertaken in partnership with the Occupational Health service and managers to develop early interventions to proactively reduce levels of sickness absence.	

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 has a revised deadline of October 2012 as per the revised People Strategy Action Plan – following full consultation with customers to assess their requirements. Job Evaluation panels are scheduled in August. The Process mapping for the new Employment Services team and the development of Standard Operating Procedures are near completion. Phase II of iTrent – Employee and Manager Self Service rollout is complete to all IT users. The project is progressing well with the rollout of the Expenses module which is currently being piloted and the development of the Learning module due to commence in August 2012. This project will carry forward into the new 2012 – 2015 People Strategy.
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	✗	The timescale for the development of a new guide on Organisation Design has been adjusted as per the People Strategy Action Plan. The timescale has been amended so that the appropriate capacity can be directed at the Single Status project. This work is due to commence in Sept 2012 and will carry forward into the new People Strategy.
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	✗	This project has been deferred as per revised People Strategy Action Plan. To be reviewed as part of Flintshire Futures Programme priorities – see paragraph 3c – Exception Reporting.
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 develop further by December 2012. A new Performance development model has been designed for North Wales Councils', this is to be adapted for use within Flintshire County Council. This will carry forward into the new People Strategy.
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 TUs
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. Work has taken place to identify the policies that will be developed collaboratively. A Working group has been set up to identify areas of priority. This piece of work will carry forward into the new People Strategy.
To develop good practice principles and capacity to lead and participate effectively in collaborative working projects	✓	Development and implementation of a Human Resources Toolkit for Collaboration and Integration Projects is under development. Initially the toolkit has been developed to support Conwy and Denbighshire Highways and Infrastructure Integration Project. This toolkit will be further developed for wider use across North Wales. For

		example Schools Improvement Project and the North Wales Support Services Review.
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.

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 are 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
Internal Audit	Payroll - June 2012	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 end of year reporting). 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 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' although it is acknowledged that appropriate time must be given Members in the new administration to gain full awareness and appreciation of Single Status and Equal Pay to enable Members to make the decision on a proposed Collective Agreement later this calendar year. The date for full implementation of Single Status Agreement is under review.

3.2 Negotiate an Equal Pay Settlement (Amber RAG status – comment / position remains unchanged from end of year reporting). 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.

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. Absences reporting, containing trigger reports, produced on a monthly basis are issued to managers. With the support of the HR team focus is made on frequent, short term absences, long term absences and 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.

3c - Service Plan Monitoring.

As reported in the end of year Performance report, The People Strategy Action Plan, which is incorporated into the HR and OD Service Plan, was reviewed in October 2011 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.

3d - Internal and External Regulatory Reports

Payroll - Final Internal Audit Report - HR0150R1

The Final Internal Audit Report set out to evaluate the adequacy of risk management and control within the system and the extent to which controls have been applied, with a view to providing an opinion. Control activities are put in place to ensure that risks to the achievement of the organisation's objectives are managed effectively.

The conclusion made in relation to Payroll was as follows:

Taking account of the issues identified, in our opinion management can take adequate assurance that the controls upon which the organisation relies to manage this risk, as currently laid down and operated, are effective.

One fundamental recommendation was made, which would normally result in a limited assurance opinion. However, on this occasion the audit opinion has been changed from limited to adequate assurance because the fundamental recommendation was attributable to a problem identified within the Midland Trent Payroll System and was outside of the control of the department. It was felt that overall the control environment within Payroll was operating satisfactorily.

This page is intentionally left blank

Quarterly Performance Report – ICT & Customer Services

Report Author   Head of ICT & Customer Services
Report Date   7th August 2012
Report Period   Quarter 1: 1st April 2012 to 30th June 2012

Introduction

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

The 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)

ICT & Customer Services Quarterly Performance Report

1. Foreword

ICT

Service Performance

Performance for Quarter 1 showed an average of 88.33% for calls resolved in agreed timescales considerably below the target of 94%. This considerable dip in performance is due to a sharp rise in call volumes directly attributable to a major ICT Incident impacting on our ability to deal with calls within agreed timescales and at the same time deal with the continuing increased demand from Directorates and Corporate change projects.

Calls resolved at first point of contact are up on the previous quarter at 25.33%. 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.

Call volumes were 7,301 in Q1 compared with 6,478 in Q4, a rise of 13%

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 4.8 out of a maximum of 5.0, and for second level support 4.6.

A review has been undertaken of the Helpdesk provision and a Helpdesk Improvement Plan is being considered by the ICT Management Team with the intention of moving as many key 2nd level Support functions to the 1st Level Support helpdesk so that more calls are dealt with at the first point of contact with the helpdesk.

Project Updates
Collaboration
- Capita One regional hosting – Technical Project progressing well. Project on time and on budget.
- Awarded regional desktop hardware contract to Computacentre and Lenovo – estimated £400k savings across the region
- SOCITM undertaking a ICT Shared Services feasibility study

Lotus Notes 8
- Latest version being rolled out across organisation in Citrix to support Agile working. Performance issues have been identified and a plan is being worked through to resolve them. Just under 1,000 users are on the new system around 35% of total users.

Client Devices
- As part of the any device culture, iPad's and Lenovo Tablet devices being tested to provide access from anywhere.
-
Datacentre Hardware/Software Contract
- A new OJEU contract has been let on behalf of all 6 North Wales authorities and Newport City Council for the supply of Datacentre based servers, storage systems, software etc. which will provide common services under a framework available to all authorities.

ICT & Customer Services Quarterly Performance Report

Software Rationalisation
- Over 1,000 Lotus Notes systems and databases identified for review. 25% have been decommissioned so far and further work to identify ones being replaced by Corporate Systems over the coming months will further reduce the number in use by the authority. This rationalisation ensures we get value for money from investment made in corporate systems.
- The ageing JBase development environment which is used to develop and host business systems has been decommissioned. This was a significant piece of work and has resulted in savings in software licence and hardware maintenance fees which are being invested elsewhere in modernising and integrating business systems.

A Number of new systems implemented or being implemented
- OPAS – Occupational Health System
- Staffplan – Homecare Rostering
- Xpress – Electoral registration

Service Review
- External report and staff feedback being considered together with thoughts on future structures.
- Service Review ongoing.

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

Issues faced by the division during Q1
Guest Wireless
- Issues encountered with Guest Wireless as a result of problems with new security products.
- Worked with supplier to resolve these.

ICT Incident – June
- Problems encountered during a 10 day period in late June.
- Considerable amount of ICT resource and partners deployed to investigate and resolve.
- Extremely complex and serious problems affecting Home Directory (T:Drive) which impacted on some business systems, PC's and Lotus Notes 8 users.
- Proven very difficult to isolate and fix due to large number of users affected (2,890+) and 1.9Tb+ of data.
- Additional Servers provisioned but data moves proved problematic due to performance and sheer volume of data and users.
- Staff worked through the night and the weekend of the incident to resolve the immediate impact of the problem.
- Regular staff communications were put out during the incident using Lotus Notes and also InfoNet.
- Once circumvention was achieved an ongoing migration plan was developed, replacement systems designed and implemented.
- Ongoing migration is now taking place and due to complete at the end of August.

ICT & Customer Services Quarterly Performance Report

Customer Services

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

- The Customer Relationship Management System (CRM) has reached the testing stage and is now being used within the contact centre for a small number of services. Once we are satisfied that the system is fit for purpose and the staff have been trained it will be fully implemented.
- The CRM system has been designed to be used at all customer contact points including the Flintshire Connects centres. Development will continue to enable customer contact to be recorded regardless of whether the contact is face to face or by telephone. It will also be developed to link into electronic contact (website, text).
- Procurement of the new web content management system is underway which will enable changes to the website in a more efficient way. This is a partnership project with North Wales authorities.
- Progress continues with the Flintshire Connects facility in Holywell. Six Customer Services Advisers have been appointed to work in the Connects centres. They will start in the middle of September and work through a training programme prior to the opening of the first centre.
- Contractors are now in the process of refurbishing the Flintshire Connects Centre – Holywell.
- The quarter saw a downturn in performance in terms of complaints' handling further details later in the report
- The Streetscene Contact Centre performance continues to cause some concern, however we are now seeing improvements, further details can be found below.

Procurement -General Update

The service review is currently on hold pending the completion of the business case for both a regional procurement service and national procurement service (see below). In the mean time shared management arrangements remain in place with Denbighshire and are working well.

The e-Procurement P2P solution is now fully implemented within Corporate Services and transaction volumes and value are ahead of target. The implementation within Environment will commence in August followed by Community Services and Lifelong Learning. We have now placed the order for the rest of the e-Procurement software suite covering e-Sourcing, Contract Management and Approved List Management. A project definition workshop is scheduled in September to plan implementation. We are also participating in a national pilot alongside Swansea and Merthy for a national e-invoice solution sponsored by the Welsh Government with Remploy being the service provider.

Proposed National Procurement Service

Proposals and options developed for a national procurement service

- Operations based on current national arrangements appear to be favoured e.g.

  Value Wales or NHS

- Business case to be presented to national procurement board in July, PSLG in

  September, consultation to commence in October.

- Completed business case to be finalised by March 2013.

- New arrangements unlikely to be in place until late 2013.

ICT & Customer Services Quarterly Performance Report

- Service to cover 20% of total public sector spend across repetitive spend categories

Page 77

ICT & Customer Services Quarterly Performance Report

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

ICT Helpdesk Performance	Call volumes were 7,301 in Q1 compared with 6,478 in Q4, a rise of 13%. There is a decline in the number of helpdesk calls completed within target time. Whilst disappointing this can be directly attributed to an ICT incident which resulted in a sharp increase in call volumes and which drew on a lot of technical resources to investigate and mitigate resulting in less staff available to respond to call during the incident period.
Customer Services - Complaints Handling	In relation to complaints dealt with within 10 working days across the Council as a whole, the overall performance for quarter one has decreased by 8% compared to the last quarter The number of complaints received in quarter one has increased by 14% compared to the previous quarter.
Customer Services - Telephone responses	In terms of telephone responses, switchboard continued to provide high levels of performance, maintaining a performance figure of 97.93% in quarter one, which is in line with both the annual and quarterly target set at 98%. In respect of direct dialled calls, performance measured against the previous quarter outturn was improved at 91.7%.
Customer Services - Virtual Contact Centre	The number of enquiries received both via the website and directly into the Virtual Contact Centre system has decreased during the past quarter There has been a continued improvement in performance in quarter one with a performance figure of over 97% compared with the previous quarter's outturn of 93%.
Customer Services – Street Scene Contact Centre	Monitoring of performance of the street scene contact centre commenced on 1st April, 2012. All telephone calls that were previously received at Queensferry, Buckley (AD Waste), Alltami and Halkyn are now diverted to 01352 701234 and answered by the contact centre team. Every effort was made to ensure enough staff were appointed to handle the telephone calls prior to 'go live'. There was also a steep learning curve for the staff, changes in the street scene service and a call volume that exceeded expectations which have all contributed to poor performance in call handling. The first report is based on a 20 second answer time rather than the published standard of 15 seconds. This is a technical issue that is currently being resolved. Measures have been put in place to improve performance. These include an increase in staffing levels, development of business processes to assist the team to understand the street scene service, regular meetings between the two areas to improve communications, understand issues and agree ways to improve, continuous monitoring of team performance and monitoring of call trends. We are confident that these measures will result in an improvement in telephone call handling.

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.

<u>**KEYS**</u>

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	Signpost
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 *Note - 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.*	Mar-15	A	G	
1.6 To improve procurement practice and efficiency with the implementation of modern electronic systems	Mar-13	G	G	
4. To achieve the highest standards of customer services and care through our Customer Service Strategy				
4.1 To introduce the first phase of the Flintshire Connects (Customer Access Points) programme	Dec-12	G	G	
4.2 To shift more customers to self service forms of doing more business using new technology (Channel Shift)	Ongoing	G	G	
4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre	Ongoing	A	G	See Section 3.3.1
5. To make our communities safe and to safeguard the vulnerable, with children and older people being priority groups				
5.7 Introduce Customer Access Points (Flintshire Connects)	Dec-12	G	G	

5.8 Promote the new Streetscene Customer Contact Centre and develop the Streetscene Service changes	Feb-12	G	G	See Customer Service section 3.3.1

2.2 Strategic Assessment of Risks and Challenges (SARC)

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

KEY

R	High Risk
A	Medium Risk
G	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
CG08 ICT Strategy See ICT Section 3.1.2	G	G	**Achieved and Maintained**
CG09 Information Governance See ICT Section 3.1.2	A	A	**TBC**
CG13 Customer Focus	G	G	**Achieved and Maintained**
CG18 Procurement	A	A	**March 2013**

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 this quarter below:

R	3	A	2	G	3

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	**Annual Target**	**Previous Quarter Outturn**	**Current Quarter Target**	**Current Quarter Outturn**	**RAG**	**Changes eg: Improved / Downturned**
ICTM1 Helpdesk Calls fixed on time	94%	89.66%	94%	**88.33%**	R	**Downturned**
ICTM2 Helpdesk Calls resolved at first point of contact	35%	21.66%	35%	**25.33%**	A	**Improved**

Customer Services						
Indicator	**Annual Target**	**Previous Quarter Outturn**	**Current Quarter Target**	**Current Quarter Outturn**	**RAG**	**Change e.g. Improved / Downturned**
Aim to answer switchboard telephone calls within 15 seconds	98.0%	98.42%	98.0%	**97.93%**	G	**Downturned**
Answer direct dialled telephone calls within 15 seconds	No target set	90.55%	No target set Management Information	**91.71%**	G	**Improved**
Percentage of calls answered in under 20 seconds	75%	Not previously reported – new indicator		**47.91%**	R	**N/A - First report**
Percentage of 'lost' calls (abandoned after 20 second	5%	Not previously reported –		**19.24%**	R	**N/A - First report**

Page 81

		new indicator				
Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)	93.0%	93.72%	93.0%	**97.27%**	G	**Improved**
*CUSM1 % of Complaints completed within 10 working days (all directorates)	80%	74.38%	80.0%	**66.38%**	A	**Downturned**

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
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** OPAS – Occupational Health Staffplan – Homecare Rostering	✓	
Customer Services		
Introduce contact centre style working starting with street scene services.	✓	Streetscene implemented
Improve arrangements for visitors to Council offices by reviewing customer access points - engagement with the Flintshire Connects project.	✓	Flintshire Connects Holywell on schedule
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.	✗	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.	✓	Dependant upon procurement of new Web Content Management System (CMS) in collaboration with other North Wales Councils.
Gather information relating to service specific customer satisfaction levels and introduce methods for measuring customer satisfaction	✗	Being included within various projects e.g. Flintshire Connects &

where there are gaps.		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 are 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
Internal Audit	Operations Management	Substantial Assurance
Internal Audit	ICT Change Request (Development)	Adequate Assurance
Internal Audit	Complaints Handling	Substantial Assurance
Internal Audit	Approved Suppliers List	Limited Assurance Further detail can be found in section 3.2.2

Page 85

3. Exception Reporting

3.1 ICT

3.1.1 Performance

Performance for Quarter 1 showed an average of 88.33% for calls resolved in agreed timescales below the target of 94%. This is due to a sharp rise in call volumes directly attributable to an ICT Incident impacting on the Divisions ability to deal with calls within agreed timescales and also demand from Directorates and Corporate change projects.

Calls resolved at first point of contact are up on the previous quarter at 25.33%. 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.

R	**ICTM1** Helpdesk Calls fixed on time

Help Desk Calls Fixed on Time

A	**ICTM2** Helpdesk Calls resolved at first point of contact

Call volumes were 7,301 in Q1 compared with 6,478 in Q4, a rise of 13%

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 4.8 out of a maximum of 5.0, and for second level support 4.6.

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).

G	Helpdesk Service Satisfaction

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
Apr	4.4	4.7	4.8	4.8	4.8
May	4.3	4.8	4.8	4.9	4.9
Jun	4.3	4.7	4.8	4.8	4.7

G	2nd Level Support Satisfaction

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
Apr	4.3	4.6	4.7	4.5	4.4	4.5
May	4.4	4.7	4.8	4.5	4.6	4.6
Jun	4.6	4.8	4.9	4.7	4.7	4.7

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.

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.

31. Flintshire Futures – Printers and Printing Project

Xerox Multi-function devices (MFD's) have been deployed in Corporate Services (Phase 1 of County Hall) replacing standalone printers, faxes and photocopiers. Considerable rationalisation has been achieved and training and setting up of individuals is complete. Equitrack monitoring software is in place to monitor printing requirements and to enforce printing policies. This will be used to ensure the right printing resources are used and that volumes and use of colour print are monitored. This rollout will be used as the strategy 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.

ICT & Customer Services Quarterly Performance Report

Capita One schools management system regional hosting – Flintshire selected to host the regional system – being implemented, Flintshire and Wrexham due to go live early August with the rest completed by end 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 Procurement

3.2.1 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.

3.2.2 Internal Audit

An Internal Audit of the approved suppliers' list system was undertaken in March 2012. The Approved List system is managed and administered by the Support Services section within Environment Directorate.

An Internal Audit of the approved suppliers list was given limited assurance due to the following identified issues:

- It does not explicitly state in the CPR's that the use of framework agreements and their associated contractors/suppliers is mandatory over all other sourcing methods i.e. approved list contractors.
- There is no central repository detailing all framework agreements and contractors /suppliers that are in place.
- There is no formal authority wide contractor rotation policy in place
- There are contractors on the approved list who have not been financially vetted within the approved time limits.
- Not all contractors on the approved list had the correct levels of insurance cover.
- Day work rates held on the approved list are two years out of date.
- The contractor default procedures are not always complied with.
- Officers of the Authority are using contractors which are not included on the approved list and negotiated supplier frameworks.

A number of recommendations relating mainly to Support Services in Environment Directorate have been agreed and actions either completed or in progress of being completed.

There were also recommendations that were in relation to strategic procurement improvements, which were attributed to the Corporate Procurement Unit.

These recommendations mainly involved changes to the Contract Procedure Rules (CPR's), which will be incorporated as part of a wider CPR review.

A final draft of the revised CPR's is expected in October 2012, taking into consideration a national initiative led by WLGA to develop a standardised national set of CPR's.

3.3 Customer Services

3.3.1 Improvement Priority Monitoring

4.3 To improve standards of customer service including the development and implementation of the Customer Contact Centre
The Streetscene Customer Contact Centre went live on Monday 5th March, 2012. 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. Performance monitoring of these calls commenced on 1st April, 2012.

Every effort was made to ensure enough staff were appointed to handle the telephone calls prior to 'go live'. There was also a steep learning curve for the staff, changes in the street scene service and a call volume that exceeded expectations which have all contributed to poor performance in call handling. Measures have been put in place to address the issues that have led to the poor performance in telephone call handling and it is anticipated that there will be a significant improvement in quarter 2.

Detailed work on processes, procedures, standards and scripting is underway. This will provide the necessary information to improve staff training and understanding of the Streetscene service. It will also be used in the development of the Customer Relationship Management system to provided instant access to service information.

Contact Centre staff are currently undertaking the NVQ Level 3 in Customer Care

G	**Local Indicator** Aim to answer switchboard telephone calls within 15 seconds
G	**Corporate** Answer direct dialled telephone calls within 15 seconds

G	**Local Indicator -** Aim to respond to letters, e-mails and faxes within 10 working days (Virtual Contact Centre only)

The number Virtual Contact Centre enquiries for quarter one shows a decrease in the number of enquiries received against the previous quarter (from 3862 to 3178). Performance for Virtual Contact Centre enquiries continues to improve dramatically in past quarter with the outturn once again exceeding the 93% target .

ICT & Customer Services Quarterly Performance Report
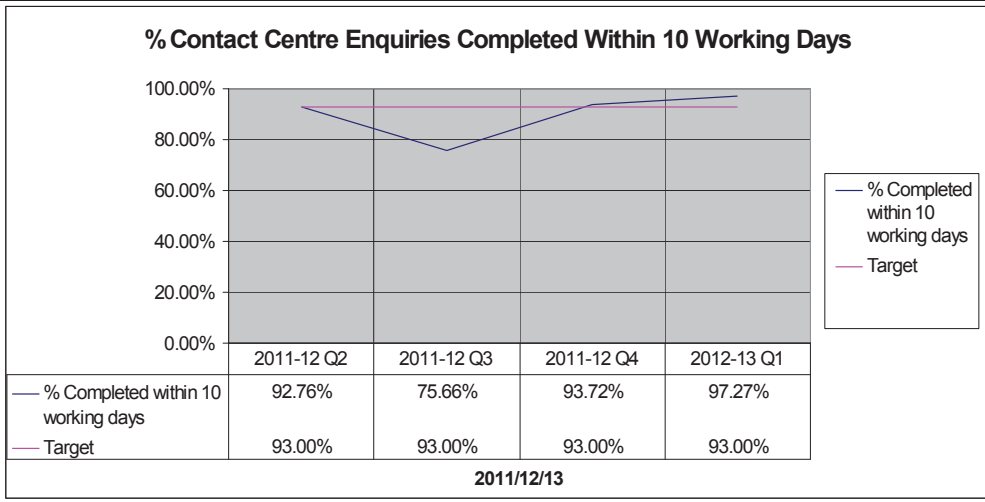
% Contact Centre Enquiries Completed Within 10 Working Days

	2011-12 Q2	2011-12 Q3	2011-12 Q4	2012-13 Q1
% Completed within 10 working days	92.76%	75.66%	93.72%	97.27%
Target	93.00%	93.00%	93.00%	93.00%
2011/12/13				

G

A

CUSM1
% of Complaints completed within 10 working days (all directorates)

Apr-12

May-12

Jun-12

A
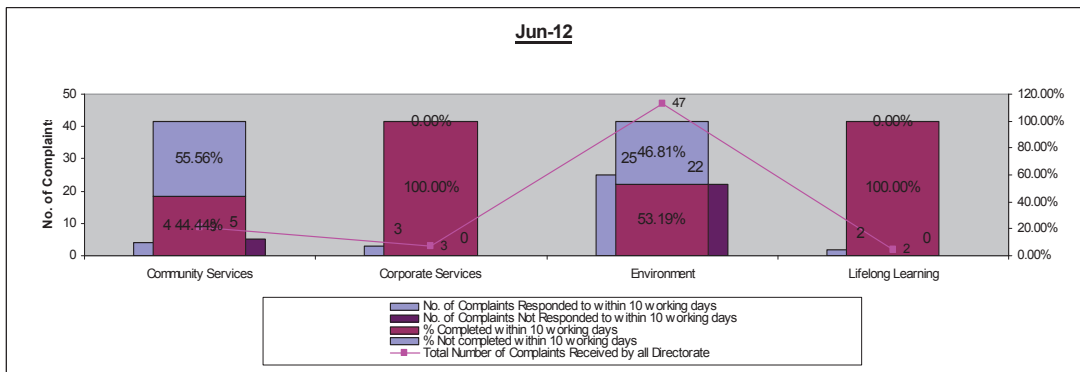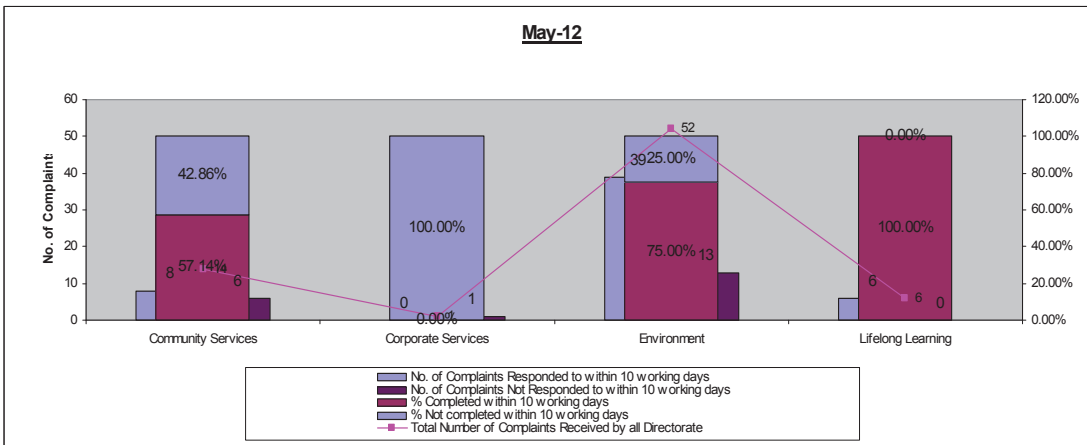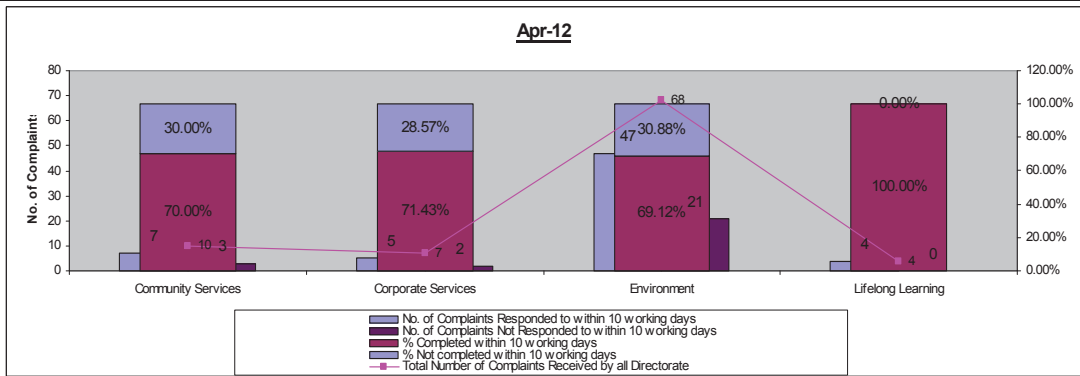
Directorate Averages - Quarter 1 (2012-13)		
(Compared to Q4)		
Community Services	**57.20%**	**-22.44%**
Corporate Services	**57.14%**	**-26.19%**
Environment	**65.77%**	**-7.90%**
Lifelong Learning	**100.00%**	**25.00%**

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

Registration Service

Flintshire Registration Service 2012-13		
Flintshire Registration Service performance data for quarter one, **April - June 2012**:		
BIRTHS		
No. of Births Registered in Flintshire	7	
No. of Births Registered by Declaration	264	
DEATHS		
No. of Death Registrations	129	
No. of Deaths Registered by Declaration	3	
MARRIAGES		
No. of Notices of Marriage	260	
No. of Marriage Ceremonies held in the Register Office	57	
No. of Marriage Ceremonies held in Approved Premises	79	
No. of Registrar attended Church marriages	3	
CIVIL PARTNERSHIPS		
No. of Civil Partnerships held in the Register Office	2	
No. of Civil Partnership Ceremonies held in Approved Premises	1	
No. of Notice of Civil Partnership	6	
BRITISH CITIZENSHIP		
No. of Citizenship Ceremonies held in the Register Office	4	
No. of New British Citizens in Flintshire	11	
CELEBRATORY SERVICES		
No. of Naming Ceremonies held in the Register Office	2	
No. of Renewal of Vows Ceremonies held in the Register Office	1	
No. of Naming Ceremonies held in Approved Premises	2	
No. of Renewal of Vows Ceremonies held in Approved Premises	1	
COPY CERTIFICATES		
No. of Copy Certificates Issued by the SR	303	

Website

During the Report Period: Quarter 1 – April – June 2012 we received over 371,000 (371,474) visitors to our website compared to Q4 of 242,981 visitors, showing a significant increase of 34.59%. We also had nearly 1,528,000 (1,527,728) page views in Quarter 1

compared to 1,399,225 in Q4, showing an increase of 8.41%. A significant increase in the number of visitors occurred on Friday 4 May following the Local Government elections.

Quarterly website performance 2012/13, Quarter 1
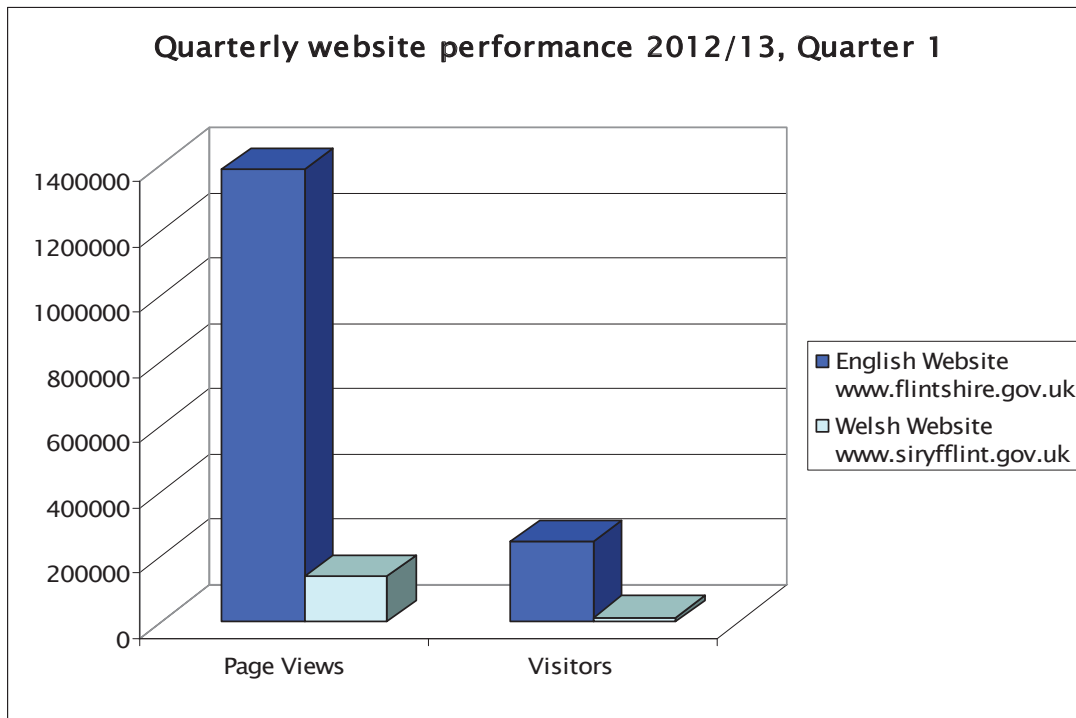
Website Statistics - Quarter 1 (2012-13)		
(Compared to Q4)		
Visitors to English website	352,887	+31.80%
Visitors to Welsh website	18,587	+87.49%
Page Views – English website	1,386,934	+0.42%
Page views – Welsh website	140,794	+87.12%

Quarterly Performance Report – Legal & Democratic Services

Report Author   Gareth Owens
Report Date   August 2012
Report Period   Quarter 1: 1st April to 30th June 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.	R
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.	A
GREEN equates to a position of positive trend on performance, meeting target and achieving action milestones.	G

1. Foreword

Report highlights for this quarter:-

Corporate Governance	During this quarter the Corporate Governance Officer Working Group considered the responses from Heads of Service to the Corporate Governance Self-Assessment questionnaires sent out in March. Where appropriate the evaluations received light touch challenge from the Working Group. Results of this exercise informed the preparation of the Council's Annual Governance Statement. The Working Group prepared the draft Annual Governance Statement and then obtained the observations of the Chief Executive, Section 151 Officer and the Monitoring Officer on it. A report was then prepared for consideration by the Audit Committee at its meeting on 17 July.
Members	The County Council, Town and Community Council elections were held on 3 May. The elections were smoothly run and received praise from candidates. On 4 May all County Council Members were provided with a Members' bag containing information needed to undertake the role and various forms for completion and return, including those relating to membership of political groups and to enable payment of members' allowances. On 7 May the new legal regime concerning the payment of members' allowances came into effect as a result of the December report of the Independent Remuneration Panel for Wales. The annual meeting was held on 15 May when the new Council Chair, Vice Chair and Leader were elected. The Member induction programme commenced including the 'Your Council' event held immediately after the annual meeting.
Standards and Ethical Framework	The Monitoring Officer and Chair of the Standards Committee attended the North Wales Standards Committee Forum on 23 April to hear a presentation from Peter Tyndall, Public Services Ombudsman for Wales (PSOW). He reported that numbers of ethical complaints continue to rise, 49% higher in 2011/12 (412 complaints) and 83% have their initial assessment of whether to investigate within 4 weeks. Revised guidance on the Code of Conduct was issued by PSOW and a copy has been given to all Members. A procedure was also introduced whereby if the PSOW finds a breach of the Code but decides to take no action, then he will ask the Monitoring Officer if he/she wishes the matter to be referred for local action. To date one such referral has been offered and declined. No cases were reported to the PSOW regarding Code of Conduct complaints during the first quarter.

Other highlights by service area are as follows: -

Staff Appraisals **Legal Services**	Annual staff appraisals were carried out during the quarter. • 3 new Employment Tribunal claims. • 558 existing equal pay claims made against the Council. • 51 new parking prosecutions, 27 concluded and 36 ongoing. • 12 new benefit fraud prosecutions, 12 concluded and 24 ongoing. • 0 education prosecutions re non attendance. • 1 new Health & Safety case. • Agency work for Wales Illegal Money Lending Unit - 1 new case - 1 concluded • 2 Planning enforcement prosecutions • Ongoing prosecutions: 2 Trading Standards prosecutions, 1 Health and Safety prosecutions, 2 Planning Enforcement prosecutions, 1 Private nuisance litigation (defending) • Closed prosecution: 1 Health and Safety appeal (withdrawn in favour of FCC) • 57 school admission appeals were received, 47 have been heard. • 9 new child protection cases on file. • Voluntary registration of Council land with HM Land Registry – 10 applications for first registration were completed. There are currently 50 applications outstanding at Land Registry. Waste Partnership: Detailed Solutions were received from all three participants and these have now been evaluated against the published methodology. A Joint Committee has been set for the beginning of August at which the three Bidders will be reduced to two. Further dialogue sessions are then to be set for August and September to progress matters with the remaining two Bidders. North Wales Authorities Legal Services Collaboration: The Project Team continues to meet on a monthly basis, and a joint Project Team and Project Board meeting is scheduled for 25 June. The bid made by the Project for European Social Fund grant aid was successful, albeit for a full-time Project Manager, rather than part-time as envisaged by the Project Team. This has necessitated the resubmission of the bid, with the consequent knock-on effect on the recruitment timetable. It is therefore anticipated that the new Project Manager is unlikely to be in post until sometime in the autumn. In the meantime, the current Project Manager, Ian Simpson, has continued to assist in moving the project forward, and he has agreed to arrange a hand-over to the new Project Manager when he/she is appointed. Meetings of all of the special interest groups, across the six subject areas identified at the staff meeting in Llandudno on 22 February, have now taken place.
Democratic Services	**Committee Services:** Following the elections on 3 May a survey was sent to all Members seeking their views on the timing of meetings and how they wish to receive their agendas and reports. In the interim agendas and reports were sent to Members both electronically and in paper format pending the evaluation of the responses to the questionnaire.

1st Quarter Meetings: 23 meetings of the Council, Cabinet, Informal Cabinet, Overview and Scrutiny Committees and other committees.

Electoral Registration and Elections: The main focus of this quarter was the Local Government Elections. Flintshire County Council and Community / Town Council elections were successfully managed. There were 159 candidates that stood for the County Council elections and 396 candidates that stood for the Community / Town Council elections. There were 48 contested County electoral divisions and 25 Community/Town Wards. Over 37, 000 electors voted and the overall percentage turnout was 38%.

The new counting method, count venue at Deeside College and the election results displayed live throughout the night using Modern.gov received positive feedback.

The team have implemented a new Electoral Registration and Election Management System. The Xpress system went live at the end of May and it hoped the system will streamline electoral processes and provide an integrated improved functional computer system.

The team are now busy coordinating the annual canvass of properties which through legislation has been brought forward and registration forms will be sent in early July.

The team are also organising the election of Police and Crime Commissioners for which the Chief Executive is the Police Area Returning Officer.

Civic and Members' Services:
Preparations for the Annual Meeting and the transition from Councillor McGuill to Councillor Minshull as the new Chair went smoothly. Councillor Minshull has the benefit of experience, having previously held the office of Chair of the County Council in 2007/8.

Councillor McGuill's fund raising for charity went very well, with her chosen charities - Great Ormond Street Hospital and McMillan Nurses - sharing equally in the £8,900 which was raised. Councillor Minshull has chosen the Royal British Legion as her charity.

The Chair's Civic Sunday was held at the Rivertown United Reform Church in Shotton on 17 June and was well attended.

Member and Support Development:

Member Induction :
The 'Your Council' event which was held for the first time in the Alyn & Deeside Room was the culmination of a great deal of work undertaken by a cross–directorates team of officers led by the Corporate Training Manager and the Democracy & Governance

<table>
<tr><td></td><td>

Manager. This event was well attended and favourable feedback was received from Members. The Democracy & Governance manger also led a smaller team of officers from Corporate Services in co-ordinating all of the member development and induction events following on from the elections.

In addition, the Member Engagement Manager led a team of officers from the six North Wales Authorities in organising a 'North Wales Councillors' Induction event which was held at Venue Cymru in Llandudno on 15 June. The Chief Executive was one of the speakers, delivering a key note presentation on the importance of collaboration within local government.

Overview & Scrutiny:
Each of the Overview & Scrutiny Committees has commenced work in the new Council by receiving reports on their terms of reference and by identifying their forward work programmes.

Choosing and prioritising topics is crucial to the effectiveness of Overview and Scrutiny. Overview & Scrutiny Committees have limited time and resources so work plans need to be manageable. It is not realistic to try to include every topic suggested by Members, Directors, Heads of Service or members of the public.

It is also important that the Forward Work Programme is Member-led and focussed on areas of weaker performance, or major issues which concern the wider community and where scrutiny can make a difference. Successful Overview & Scrutiny is about looking at the right topic in the right way and Members need to be selective whilst also being able to demonstrate clear arguments in favour of including or excluding suggested topics.

One Overview & Scrutiny Member Development Session was held on 22 May and was well received, and was attended by seven Members. The afternoon and evening development sessions were cancelled due to lack of numbers, as only one Member indicated that they would attend the afternoon session and none for the evening: The Member Development Working Group had previously decided, at its meeting in February, that sessions should not be held for fewer than six members.

RIPA: No authorisations were granted during this period under the Regulation of Investigatory Powers Act.

</td></tr>
</table>

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)

SARC – CG23 - Breach of the Data Protection Act by the Council is identified as a red risk in SARC. The Data Protection Team led by the Democracy & Governance Manager gives corporate advice and continues to meet on a monthly basis. It has recently updated the Council's Data Protection Policy and Statement of Practice to include recommendations on data protection training contained in this year's data protection internal audit. Arrangements have also been made for Member training on data protection in the autumn. Data Protection news items continue to be regularly distributed on the Council's infonet.

2.3.1 Performance Indicators and Outcome Measures

There are no improvement targets for this service at present.

Management Information

Total number of FOIs received by FCC, by month April to June 2012

Directorate	April	May	June	Total
Chief Executive's	1	4	1	6
Environment	13	15	15	43
Finance	8	10	8	26
Housing	4	2	5	11
Human Resources	4	9	4	17
ICT Services	0	3	4	7
Legal & Democratic Services	4	4	3	11
Lifelong Learning	9	9	11	29
Social Services	7	13	5	25
TOTALS	50	69	56	175

Total Number of FOIs responded to by FCC between April-June 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	6	6	100%
Environment	43	39	91%
Finance	26	22	85%
Housing	11	9	82%
Human Resources	17	17	100%
ICT Services	7	6	86%
Legal & Democratic	11	11	100%
Lifelong Learning	29	28	76%
Social Services	25	25	100%
TOTALS	175	163	93%

FOI Requests 2010 to date:

	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	01.01.12 to 31.03.12
Number of requests received	154	127	167	161	211	170	181	186	209
Number of requests determined within time	118	102	135	129	200	164	168	165	188
% of requests determined within time	77%	80%	80%	80%	95%	96%	93%	88%	90%

Total number of EIRs received by FCC, by month April-June 2012

Directorate	April	May	June	Total
Chief Executive's				
Environment	46	56	39	141
Finance				
Housing				
Human Resources				
ICT Services				
Legal & Democratic Services				
Lifelong Learning				
Social Services				
TOTALS	46	56	39	141

Total Number of EIRs responded to by FCC between April-June 2012

Lead Directorate	Number of request received in period April-June	Number of requests determined within 20 day response time	Therefore % determined within the 20 day response time *
Chief Executive's			
Environment	141	138	98%
Finance			
Housing			
Human Resources			
ICT Services			
Legal & Democratic			
Lifelong Learning			
Social Services			
TOTALS	141	138	98%

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.
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	Overall Opinion – Good Progess Final – see 3.1 below
Internal Audit Report (LD0220R2)	Data Protection Audit Final Report – June 2012 A report commissioned by the Data Protection Team was undertaken by Internal Audit making recommendations in relation to directorates ensuring staff have appropriate Data Protection training.	Overall Opinion - Adequate See 3.2 below

3. Exception Reporting

3.1 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

3.2 Internal Audit Report (LD0220R2) – Data Protection Audit

Recommendation	Management Comment	Implementation Date
Directors and Heads of Service should consider identifying posts that require DP staff training to be made mandatory and the processes in place to manage this accordingly. Develop and implement a risk based data protection programme. A consistent and comprehensive message should be delivered by Directors and Heads of Service to all staff handling personal data. Formal refresher training and follow up procedures should be introduced (on a risk basis) to ensure that mandatory training is completed.		Sept 2012

This page is intentionally left blank

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

Risk Reference	Community Leadership	Q1 June 11	Q2 Sept 11	Q3 Dec 11	Q4 Mar 12	Q1 June 12	Predictive Green/Amber
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)	A	A	A	A	A	DEC 2013
CL12	Skills Needs of Employers	A	A	G	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	JUL 2012

Risk Reference	Council Delivery	Q1 June 11	Q2 Sept 11	Q3 Dec 11	Q4 Mar 12	Q1 June 12	Predictive Green/Amber
CD02	Streetscene	A	A	A	A	A	DEC 2012
CD03	Transistion from UDP to LDP	A	A	G	G	A	SEPT 2017
CD04	Planning Protocol	G	G	G	G	G	MAR 2012
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 2014
CD08	Connah's Quay, Shotton & Deeside Housing Renewal Area	A	A	A	A	A	MAR 2020
CD10a	Leisure - Revenue Funding		R	R	R	R	TBC
CD10b	Leisure - Capital Projects		A	A	A	A	TBC
CD10c	Leisure - Play Strategy		A	A	A	A	TBC
CD12a	Housing Strategy	A	A	A	A	A	TBC
CD12b	Housing Management	A	A	A	A	A	TBC
CD12c	Housing Repairs and Maintenance Services	A	A	A	A	A	APR 2013
CD12d	Homelessness	A	A	A	A	A	TBC
CD12e	Sheltered Housing	A	A	A	A	A	NOV 2013
CD14	Housing Ballot	A	A	A	G	G	MAR 2012
CD19	Gypsies and Travellers	A	A	A	A	A	TBC
CD20	School Buildings/School modernisation	R		R	R	R	2018
CD22	School Improvement - Regional Project		A	A	A	A	APR 2013
CD23	Procurement of Independent Sector placements for looked after children	A	A	A	A	A	TBC
CD26	Disabled Facilities Grants	A	A	A	A	A	MAR 2013
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	G	SEP 2011
CD34	Severe Winter Weather	A	A	A	A	A	TBC
CD37	Food Waste Treatment Project			A	A	G	APR 2014
CD38	Welfare Reform				R	R	TBC

Risk Reference	Council Governance	Q1 June 11	Q2 Sept 11	Q3 Dec 11	Q4 Mar 12	Q1 June 12	Predictive Green/Amber
CG05a	Asset Management - Strategic	A	A	A	A	A	2015/16
CG05b	Asset Rationalisation		A	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	G	G	G	ACHIEVED & MAINTAINED
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	G	G	G	G	G	ACHIEVED & MAINTAINED
CG16	Workforce and Succession Planning	A	A	A	A	A	NOV 2012
CG18	Procurement	A		A	A	A	MAR 2013
CG19	Business Continuity (including Winter Disruption)	A	A	A	A	A	APR 2013
CG22	Flintshire Futures		A	A	A	A	MAR 2013
CG23	Data Protection				R	R	TBC

This page is intentionally left blank

FLINTSHIRE COUNTY COUNCIL

REPORT TO: CORPORATE RESOURCES OVERVIEW & SCRUTINY
                  COMMITTEE
DATE: THURSDAY, 13 SEPTEMBER 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

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

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

		SUBJECT	O&S FOCUS	REPORT FROM
	Thursday 11th October 10.00	Revenue Budget Monitoring 2012/13 Month 4 Capital Programme 2012/13 Month 4		HF
	Monday 19th 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
	Thursday 17th January 2013 10.00	Revenue Budget Monitoring 2012/13 Month 7		HF
	21st – 28th January 2013	Budget meetings: dates to be determined		CE/HF/MEM

Page 109

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

Thursday 14th February 2013 10.00	Revenue Budget Monitoring 2012/13 Month 8		HF
	Annual Improvement Report 2012 by the Auditor General for Wales		CE/PPPM
Thursday 14th March 2013 10.00	Q3 performance reporting		MEM
	Revenue Budget Monitoring 2012/13 Month 9		HF
	Capital Programme 2012/13 Month 9		
Thursday 18th April 2013 10.00	Revenue Budget Monitoring 2012/13 Month 10		HF

Items to be scheduled as they become available

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

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

Page 111

This page is intentionally left blank